



OVERVIEW AND SCRUTINY COMMITTEE

Thursday 10 December 2009 at 6.30 pm

Members Lounge, Ryedale House, Malton, YO17 7HH

Agenda

- 1 **Apologies for absence**
- 2 **Minutes of the Meeting of the Overview and Scrutiny Committee held on 15 October 2009** (Pages 1 - 8)
- 3 **Urgent Business**
To receive notice of any urgent business which the Chairman considers should be dealt with at the meeting as a matter of urgency by virtue of Section 100B(4)(b) of the Local Government Act 1972.
- 4 **Declarations of Interest**
Members to indicate whether they will be declaring any interests under the Code of Conduct.

Members making a declaration of interest at a meeting of a Committee or Council are required to disclose the existence and nature of that interest. This requirement is not discharged by merely declaring a personal interest without further explanation.
- 5 **Safer Ryedale Partnership Review** (Pages 9 - 62)
- 6 **Sickness Absence** (Pages 63 - 66)
- 7 **Repairs to Former Town Hall, Malton** (Pages 67 - 70)
- 8 **Joint Member Workshop Feedback (Information Item)** (Pages 71 - 74)

9 **Current Scrutiny Review List** (Pages 75 - 76)

Items to be considered as the Audit Committee

10 **Annual Review of the Risk Management Strategy** (Pages 77 - 98)

11 **Internal Audit Quarter 2 Report** (Pages 99 - 110)

12 **Service Risk Register - Transformation** (Pages 111 - 128)

13 **Any other business that the Chairman decides is urgent.**

Overview and Scrutiny Committee

Held at Member's Lounge, Ryedale House, Malton
on Thursday 15 October 2009

Present

Councillors Andrews, Clark, Cottam, Cussons (Vice-Chair), Raper, Mrs Shields (Chairman) and Windress

In Attendance

Audrey Adnitt, John Barnett, Paul Cresswell, Gary Housden, James Ingham, Jane Robinson and Clare Slater

Minutes

1 Apologies for absence

Apologies for absence were received from Councillor Mrs Wilford and Councillor Jackson.

2 Minutes of the meeting of the Overview & Scrutiny Committee held on 6 August 2009

The minutes of a meeting of the Overview and Scrutiny Committee held on the 6 August 2009 (previously circulated) were presented.

Resolved

That the minutes of a meeting of the Overview and Scrutiny Committee held on the 6 August 2009 be approved and signed by the Chairman as a correct record, subject to the addition of Councillor Raper to the list of apologies for absence on the 6 August 2009.

3 Urgent Business

The Chairman declared that there would be no items to be considered as a matter of urgency by virtue of Section 100(4)(b) of the Local Government Act 1972.

4 Declarations of Interest

No declarations of interest were received.

5 Matters Referred for Decision in Relation to Call In

There were no items to report.

6 **Annual Governance Report (Deloittes)**

The Corporate Director (S151) submitted the Annual Governance Report for 2008/09 (previously circulated) as prepared by Deloitte, and Mr Alistair Lince from Deloitte presented the report to Members.

Mr Lince reported that carrying out the audit had proved to be a good experience with help and assistance received from the management team, he highlighted the key audit risks that had been identified, and was pleased to report that the audit was generally very satisfactory.

The Chair thanked Mr Lince on behalf of the Committee for presenting the comprehensive report.

Resolved

That the report be received

7 **Half Year Internal Audit Report**

The Audit Partnership Manager submitted a report (previously circulated) in order to present the Interim Internal Audit Report from the North Yorkshire Audit Partnership for the period to 31 August 2009.

The full report was appended, and summarised the work done by Internal Audit during the period. The report highlighted issues that the audits had identified and provided a summary of these.

The Audit Partnership provided the Council in its report with a clear statement of assurance reflecting its opinion of the Internal Control Framework. This was based upon the audits completed, complemented by its existing knowledge and understanding of the control framework.

Members discussed the report in detail and Councillor Clark requested an update on a special audit relating to repairs and maintenance, which had been undertaken recently, and requested that the Overview and Scrutiny Committee have the opportunity to revisit this audit at a future meeting.

Councillor Andrews requested an update regarding the roof repairs and maintenance project at Malton Town Hall. A discussion followed, with concerns raised in relation to the timescales involved and Members were of

the opinion that a detailed update on progress in relation to this project would prove useful.

Resolved

- a. That the report be noted.
- b. That an update on the repairs and maintenance audit be provided to a future meeting.
- c. That a report on the Town Hall roof repairs contract (including repairs to the stonework) be presented to the next meeting of the Overview and Scrutiny Committee covering the following:
 - What had caused the delay
 - When would the work be taking place
 - What were the financial impacts?

Reasons

The Cipfa Code of Practice for Internal Audit in Local Government identified that the shared interests of the audit committee and internal audit require an effective working relationship. Part of that was the approval of, and monitoring of progress against, the internal audit strategy and plan.

8 Service Risk Register - Planning

The Head of Planning submitted a report (previously circulated) in order to present the Service Risk Register for those services within the Planning team.

Service risk registers were originally established from work undertaken by the Audit Partnership in conjunction with Service Unit Managers however since the management restructure the number of registers had been reduced and were now the responsibility of the Heads of Service and their managers.

Annex A outlined the Service Risk Register for the Head of Planning, and was presented to the Committee in order to highlight changes to risks and work undertaken to mitigate those risks.

The Committee thanked the Head of Planning for the report.

Resolved

That the report be received

Reason

Risk identification and management was an integral element of organisational management to secure the achievement of the Council's corporate objectives. Risk Management should form a key part of budget making decisions.

9 Half Year Risk Management Actions Monitoring Report

The Head of Transformation presented a report (previously circulated) in order to present the latest actions being undertaken to monitor corporate risks.

The Corporate Risk Register should identify those risks which would prevent the Council from achieving the Council Plan, and therefore ultimately the Sustainable Community Strategy – Imagine Ryedale.

Monitoring of actions was an important part of the risk management cycle and enabled the Corporate Risk Register to be a living document. Detailed actions and monitoring also assisted in the revision of the register, which would be required during the year.

The report at annex A outlined the actions being undertaken to mitigate those corporate risks which were not within acceptable tolerance as outlined within the Risk Management Strategy.

Resolved

That Members endorse the actions taken by officers in monitoring and mitigating the risks within the Corporate Risk Register.

Reason

Risk identification and management was an integral element of organisational management to secure the achievement of the Council's corporate objectives. Risk Management should also form a key part of any budget making decisions.

10 Annual Governance Statement Action Plan

The Corporate Director (s151) submitted a report (previously circulated) in order to inform Members on progress with the actions identified in the 2008-09 Annual Governance Statement Action Plan.

The purpose of the Annual Governance Statement (AGS) was to provide a continuous review of the effectiveness of the organisation's internal control and risk management systems so as to give assurance of their effectiveness.

The action plan was detailed at annex A, and set out the current position with comments on the actions proposed in the plan since the last consideration by the Committee.

Members were advised that the AGS for 2009/10 which would be reported to the Committee in June 2010, would complete the reviews of this action plan as they would be incorporated into the action plan for the 2009/10 AGS.

The review of the AGS action plan and the involvement of the Audit Committee would also be seen as an important component by Audit Commission in their Use of Resource assessment.

The report was discussed in detail, and Members highlighted the need for tight controls when exploring options for partnership working.

Resolved

That the progress with identified actions in the 2008-09 AGS action plan be noted.

Reason

Monitoring progress with identified actions in the AGS was good practice, and it demonstrated to the Audit Commission that the Audit Committee was properly exercising its role. This would also contribute to the assessment of the Council in the Commission's Use of Resources evaluation as part of the Comprehensive Area Assessment process.

11 **Customer Complaints**

The Customer Services & Benefits Manager submitted a report (previously circulated) in order to inform Members of the number and type of complaints received under the Council's complaint procedure for the period July – September 2009.

The report included complaints monitored under individual service complaints systems and a summary of customer feedback to Community Leisure Ltd (CLL) for the period July – September 2009 together with the action taken where appropriate.

Resolved

That the report be noted.

12 **Sickness Absence Review - Management Information**

The Head of Organisational Development submitted a report (previously circulated) in order to present to Members the management information currently supplied to the Corporate Management Team.

Members were reminded that the Authority was currently in the process of reviewing the sickness absence policy and procedures.

The annex to the report provided a narrative and statistical reports in relation to sickness absence at August 2009. Information was provided in this format to the Corporate Management Team on a monthly basis, following which Corporate Management Team may seek further information or intervention by Heads of Service and/or Service Unit Managers.

Members were invited to consider whether adjustments were required to the information provided to the Corporate Management team, in order to improve the authorities ability to monitor and manage sickness absence at Ryedale.

Members discussed the report in detail, and were of the opinion that the information had proved useful, and it was suggested that future reports include a comparison with the sickness figure in other authorities. The Corporate Director (s151) advised that consultation regarding proposed changes to the current sickness policy was underway with both Unison and the staff focus group.

Resolved

- a. That the future sickness absence statistics brought to the committee include a comparison with other local authorities.
- b. That a report be brought to the Committee following the consultation with unison and staff focus group on proposed changes to the current sickness policy.

Reason

It was agreed at the previous meeting that Members would find this information useful in reviewing sickness absence policy and procedures.

13 **Decisions from Other Committees**

List of decisions from the following Committees were submitted:

- Community Services Committee held on 24 September 2009
- Policy & Resources Committee held on 1 October 2009

Councillor Clark referred to decisions of the Community Services Committee held on 24 September 2009, and requested that in future, the Licensing Committee minutes be brought to the Overview and Committee. Councillor Andrews referred to the decisions of the Policy & Resources Committee held on the 1 October 2009, and expressed concern that there had been little debate in relation to the Draft Flood and Waste Management Bill. Councillor Andrews also referred to "Revitalise Malton" and suggested that it should be a part B item and referred to the next council meeting.

Resolved

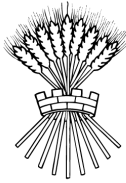
- a. That the list of decisions of the Community Services Committee held on the 24 September 2009, and the Policy & Resources Committee held on the 1 October 2009 be received.
- b. That clarification be sought from the Council Solicitor on the constitutional implications of bringing licensing committee minutes to the Overview and Scrutiny Committee.

14 Any other business that the Chairman decides is urgent.

There were no items of urgent business

The meeting closed at 9.00pm

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REPORT TO:	OVERVIEW AND SCRUTINY COMMITTEE
DATE:	10 DECEMBER 2009
REPORT OF THE:	JULIAN RUDD HEAD OF ECONOMY AND HOUSING
TITLE OF REPORT:	SAFER RYEDALE PARTNERSHIP REVIEW
WARDS AFFECTED:	ALL

EXECUTIVE SUMMARY

1.0 PURPOSE OF REPORT

1.1 To provide a context for the Scrutiny review.

2.0 RECOMMENDATIONS

2.1 It is recommended that Members note the report and consider what scrutiny of Crime and Disorder they would like to undertake at future meetings.

3.0 REASON FOR RECOMMENDATIONS

3.1 The Council's Constitutional Review Working Party on 8th July 2009 recommended that:

(i) The Overview and Scrutiny Committee be designated the Council's crime and disorder overview and scrutiny committee;

(ii) That it be recommended to Council that the terms of reference for the Overview and Scrutiny Committee be amended to include:

(a) To review or scrutinise decisions made, or other action taken, in connection with the discharge by the responsible authorities of their crime and disorder functions;

(b) To make reports or recommendations to the Council with respect to the discharge of those functions;

(c) To have at least one meeting each municipal year dedicated to scrutinising crime and disorder matters; and

4.0 SIGNIFICANT RISKS

4.1 This report is for information only.

REPORT

5.0 BACKGROUND AND INTRODUCTION

5.1 The report provides background information on the Safer Ryedale Crime and Disorder Reduction Partnership.

6.0 POLICY CONTEXT

6.1 Council Priorities 2009 – 2013 Aim 4: To have active communities where everyone feels welcome and safe.

7.0 CONSULTATION

7.1 No consultation has been undertaken.

8.0 REPORT DETAILS

8.1 The Safer Ryedale Partnership was formed as a result of the Crime and Disorder Act 1998. It is a statutory body comprising partner organisations with the duty placed on them to work together to reduce crime and disorder and associated issues. The statutory partner agencies are:

- Ryedale District Council
- North Yorkshire County Council
- North Yorkshire Police
- North Yorkshire Fire and Rescue Service
- North Yorkshire Police Authority
- York and North Yorkshire Primary Care Trust
- National Parks Authority

8.2 Annually, the Partnership updates its Partnership Plan. This contains all the information about the Partnership's priorities. An electronic version is in annex A and a hard copy is also available. The Memorandum of Understanding and co-operation is in annex B.

8.3 The Board is chaired by Marie-Ann Jackson, Corporate Director. Membership is outlined in the Memorandum of Understanding 6(d) above. The Board approves the Strategy and Action Plan, reviews performance information and is involved currently in the preparation of the Joint Strategic Information Assessment. Cllr Hope and Cllr Maud represent the Council on the Board.

8.4 The Delivery Team is chaired by Jos Holmes, Economy and Community Manager. This Team meets quarterly to review progress against the Action Plan, approve bids for funding and prepare papers for the Board. The 2009 quarter 1 action plan is in annex C for information.

8.5 The four priority groups are:

- Safer Roads - Chaired by Mal Austwick, Area Manager, North Yorkshire Fire Service
- Community Priorities - Chaired by Insp. Tim Hutchinson, North Yorkshire Police
- Alcohol Harm Reduction - Chaired by Sandi Clarke, Crime and Disorder Officer, Ryedale District Council

- Domestic Abuse - Sandra Rees, Domestic Abuse Co-ordinator Ryedale and Scarborough, Scarborough Borough Council.

8.6 Safer Ryedale is responsible for the collection of performance data. This is updated on the Covalent system and performance data is outlined in annex D.

8.7 The council currently expends £70,930 on community safety activity, largely on the Community Safety Manager post (excluding CCTV).

8.8 The Partnership has two part time officers, funded through Government Office and partner grant aid. These are the Crime and Disorder Officer and the Community Safety Link Officer and are employed by Ryedale District Council.

8.9 The partnership manages funding of £113,000 in 2009/10 to pursue its priorities. This funding is likely to be reduced considerably in £20010/11 as funding is allocated according to crime levels. Consequently, low crime levels have resulted in a loss of anticipated grant aid.

8.10 The Safer Ryedale Partnership have agreed to investigate closer working and a possible merger with the Ryedale Local Strategic Partnership. This was prompted in part by the retirement of the Council's Community Safety Manager and, should this proposal proceed, it is not intended to replace this post.

9.0 IMPLICATIONS

9.1 The report is for information only

Julian Rudd,
Head of Economy and Housing

Author: Jos Holmes, Economy and Community Manager
Telephone No: 01653 600666 ext: 240
E-Mail Address: jos.holmes@ryedale.gov.uk

Background Papers:

None.

Background Papers are available for inspection at:

Location or web address

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Agenda Item 5

Safer Ryedale
Partnership



Partnership

PLAN

2008-2011



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**Working in
partnership
towards a
Safer Ryedale**

Foreword

Message from Safer Ryedale Executive Board

Safer Ryedale was formed as a result of the Crime and Disorder Act 1998. It is a statutory body made up of a number of partner agencies, with the duty placed on them to work together to reduce crime and disorder and associated issues.

The statutory partners are as follows:

- Ryedale District Council
- North Yorkshire County Council
- North Yorkshire Police
- North Yorkshire Fire and Rescue Service
- North Yorkshire Police Authority
- York and North Yorkshire Primary Care Trust
- National Parks Authority

Safer Ryedale also includes a range of other partners from the statutory and voluntary sectors who are very much involved in this work. As a Partnership we actively encourage involvement and participation in our common aim to make Ryedale a safer place and we will continue to develop these links over the coming year. It has been recognised that by working together a real difference can be made by drawing on expertise within the wide range of agencies and voluntary sector organisations.

Not only does the Partnership have a strategic focus but it also prides itself in listening and responding to those people and communities that may be the victims of crime and anti-social behaviour throughout the District.

This Partnership Plan follows on from previous Safer Ryedale Community Safety Strategies and responds to the new legislative requirements and good practice. It will be reviewed on an annual basis with opportunities for wider consultation and comment.

Ryedale is a low crime area and has consistently maintained this status amongst other similar rural areas. The Partnership is not complacent and needs to continue working to maintain and improve on the low levels of crime and disorder in the District and our efforts will be directed to this task.



What is the Partnership Plan?

Each Crime and Disorder Reduction Partnership (CDRP) across the country is required to produce a Partnership Plan, which has been developed following legislative changes brought in under the Crime and Disorder Act Review 2006.

The Plan builds on the Joint Strategic Intelligence Assessment (J.S.I.A). This document pulls together data and information from various partners. It shows levels and patterns of crime, disorder and substance misuse, changes in those levels, analysis of why those changes have occurred and a review of the previous year's performance. The JSIA is an `intelligence led` approach to community safety ensuring that we get the right resources in the right place at the right time to sustain reductions in crime and disorder. The strategic assessment helps us to understand the community safety problems in the district and in turn our priorities.

Previously, Crime and Disorder Reduction Partnerships compiled a three year Strategy which was designed to tackle the priorities identified for the whole period of that Strategy. The last Strategy ended at the end of March 2008.

Priorities change as time progresses and partnerships should now be prepared to shift their priorities in line with the needs of their communities.

This plan sets out the expectations of Safer Ryedale; what it will deliver over the next three years, the resources available, how performance will be measured and will act as one of the mechanisms to communicate to local people. It builds on our analysis of crime and disorder and sets our priorities.

The Plan will be reviewed annually and covers the period April 2008 – March 2011. It includes short, medium and long-term objectives and aligns to other local and countywide plans from individual and collective agencies.

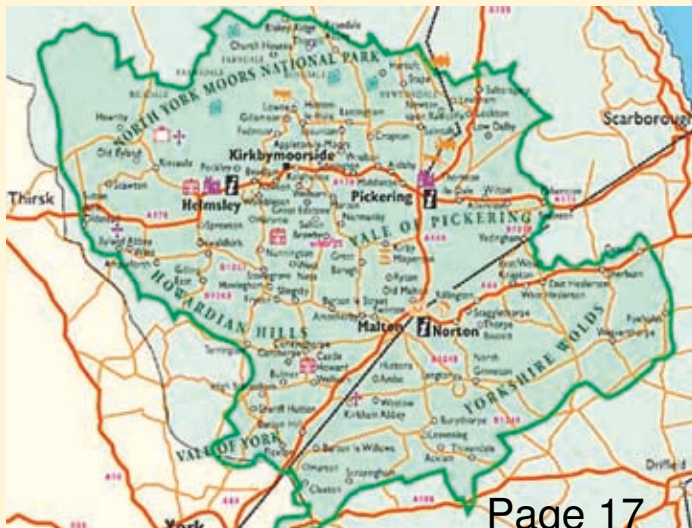


Ryedale District

Situated between York and the Heritage Coastline of North Yorkshire, Ryedale is a rural area containing several small market towns, villages and isolated dwellings. Ryedale covers 150,659 hectares and is the largest district in North Yorkshire. The main route through the District is the A64 York to Scarborough Road. In addition, the A170 runs from Scarborough to Helmsley and the A169 between Malton and Whitby.

The district has a population of 51,952 divided between 22,024 households and is one of the sparsest populated districts in the country. Generally Ryedale has an older population, with a high proportion of people aged 65 years or over and a smaller proportion of people aged between 15 and 44 years than the average for England. People in Ryedale are also healthier and live in larger accommodation than the English average.

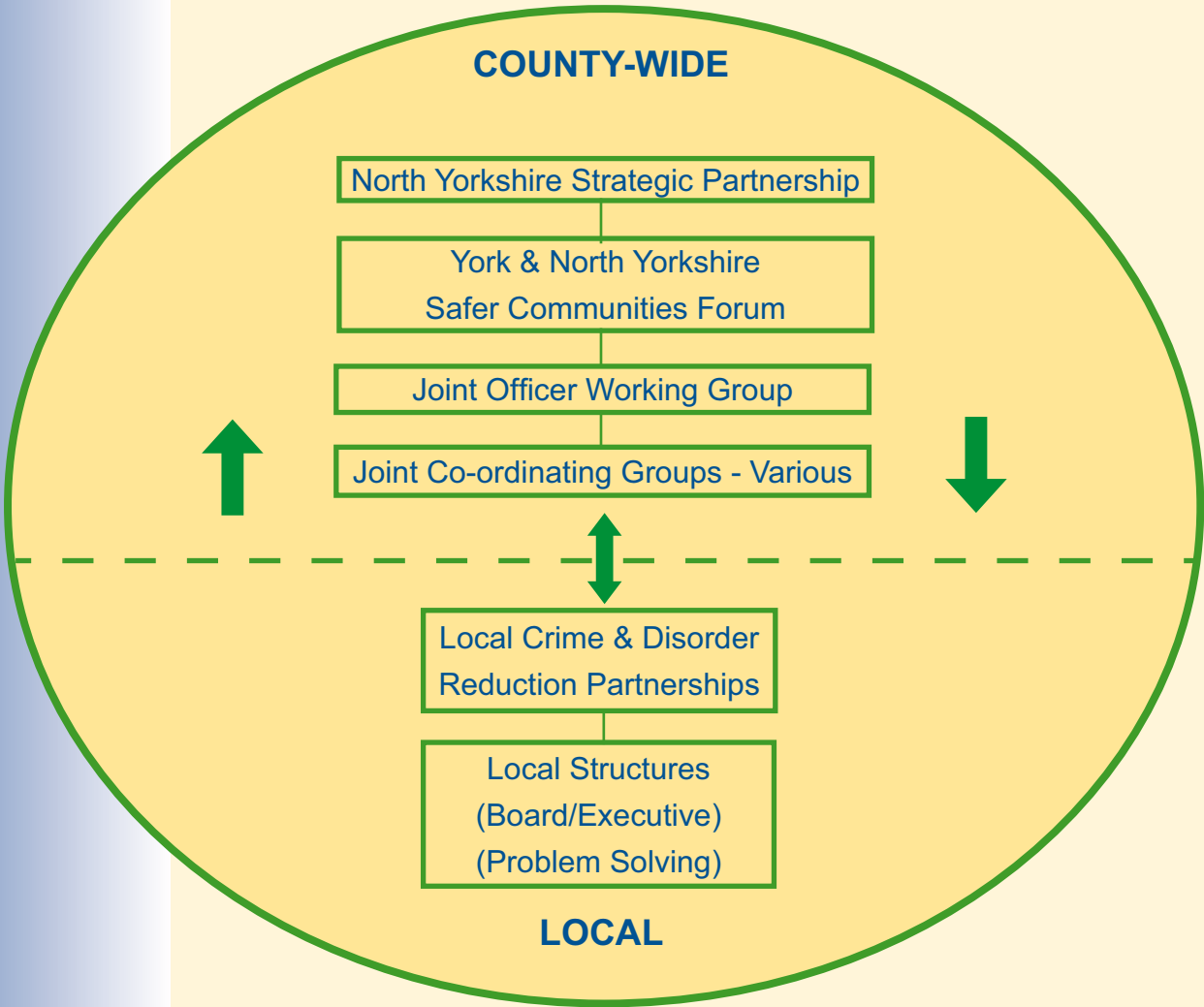
Ryedale has one of the lowest crime rates in the country and much work is undertaken to maintain this level and to try and gain improvements. One of the main crime categories that have seen huge reductions over the last couple of years is car crime. The crime figures for 2006/07 showed reductions in all crime including burglary and violent crime. Safer Ryedale have introduced a range of projects and initiatives to address crime and concerns from the community such as speeding vehicles and inappropriate driver behaviour with Operation Siren to target low level infringements, deploying mobile speed awareness signs and distributing wheelie bin stickers. We aim to continue this approach within the new Partnership Plan.



Partnership Process

Structure Overview

Within the county of North Yorkshire and under the overall leadership of the North Yorkshire Strategic Partnership there is a commitment to work in a balanced manner, ensuring that where we are able to work strategically and in partnership this will be done, but also recognising the importance of working to deliver local priorities identified by local communities.



The structure above aims to simply illustrate the relationship between the county composition and the local make-up.

County Level Structure

The York & North Yorkshire Safer Communities Forum brings together countywide agencies and other relevant partnerships such as the Local Criminal Justice Board (LCJB), and representatives that have a commitment to working in partnership to tackle the issues of crime, disorder and anti-social behaviour. The Forum identifies those priorities that are of the greatest concern and sets targets to address these.

Underpinning the Forum are the Joint Co-ordinating Groups, which are tasked to identify specific actions that will, by working together, make a positive difference in key action areas.

Local Level Structure

The local Crime & Disorder Reduction Partnership (CDRP) led by the 'Executive Board' has a statutory responsibility to produce this plan and the Strategic Assessment. Having the right people around the table is critical to the success at a local level and it is therefore recognised that the composition may vary from one locality to the next.

Local delivery is the key to the success of any partnership and again these structures will vary. Models that are familiar include multi-agency problem solving groups and task and finish groups, which are brought together to tackle or deal with a specific issue, once resolved or concluded they disband. The frequency of these meetings will again reflect local needs.

Safer Ryedale have a number of local task groups who address our key priority areas such as Safer Roads, Domestic Abuse and Anti-social Behaviour along with location based problem solving groups.





Engaging with our communities

Community Engagement

Engaging the community is a core function of the Partnership. Without understanding the needs of the local community priorities would be lost and the focus would not be directed.

The Partnership will not undertake this function in isolation it will embrace the structures that exist already to engage with communities including those that are hard to reach. It will work in conjunction with police Safer Neighbourhood teams and others working within our communities, it is an inclusive approach.

The Partnership will develop and enhance approaches that will allow communities to identify their priorities and have a voice to ensure issues affecting their lives are dealt with and where appropriate agencies, officers and Elected Members are held to account.

A variety of approaches will be used including written material, the use of websites, through media opportunities, public meetings and interactive sessions.

Community engagement is something that the partnership not only wants to undertake, legislation also makes it a legal requirement, and we want to ensure it is a positive and worthwhile experience.

The Partnership will develop a Communications Plan in order that this area of work becomes more inclusive and community focused.

Our priorities

Introduction

Our priorities have been developed from our Joint Strategic Intelligence Assessment which is compiled using information gathered from all the responsible authorities, wider partners and information provided by the community. The partnership priorities also include the delivery of county wide Local Area Agreement targets.

Our performance will be measured and monitored through quarterly reports to the Executive Board. The system will link into the county wide reporting mechanism as part of the Local Area Agreements.

Safer Roads - We aim to make roads in the District safer for all their users and reduce the number of people killed or seriously injured in road collisions.

Community Priorities – The partnership has prioritised those crime types that reduce the quality of life in some areas of the District, such as anti social behaviour, and burglary.

Alcohol Harm Reduction – We aim to significantly reduce the occurrence of all crime relating to alcohol consumption, such as criminal damage, and anti social behaviour

Domestic Abuse – We aim to protect and support people experiencing domestic abuse in the Ryedale District.





Safer Roads

We take an overview and promote safety and the reduction of accidents on Ryedale's roads in any way we can.

Although the levels of road traffic collisions are low, work is continuing to reduce the number of people killed or seriously injured in road traffic collisions on the roads. Local observations indicate that the majority of incidents on the roads in Ryedale are vehicle collisions with the younger male drivers, with speed or inexperience being key factors, along with the use of motorcycles.

We work on preventative measures such as raising awareness about how to be safe on our roads through initiatives like Operation Siren, which aims to educate drivers caught exceeding the speed limit of the dangers of excess speed. Educational work is carried out in the local schools and with target groups of people e.g. Drive Alive, Drive Wise and Impact Roadshow.

We also deal with enforcement issues such as working to reduce speeding in villages and towns. We recently purchased 3 hand held laser devices so that the Safer Neighbourhood Team Officers can respond directly to local concerns.

We will also be working on county wide initiatives through the 95 Alive Partnership and also with neighbouring Districts on joint education events e.g. motorcycles over peak holiday times.

Community Priorities

Safer Ryedale aims to target all behaviour that is detrimental to the community and reduces the quality of life for people living in the area e.g. burglary, criminal damage and anti social behaviour.

There have been reductions in car crime over the last 2 years and Safer Ryedale introduced and implemented the Not So Fast... initiative to raise awareness of this crime type through media campaigns, roadshows, leaflets, car park signage and targeting businesses.

We will continue to work together to reduce the key crime types e.g. burglary, to tackle anti-social behaviour and to target offenders. Much work has been undertaken already to address these key areas through initiatives like: B.O.B (Beware of Burglars), Doorstep Crime projects to tackle Bogus Callers such as the drama presentations by Stagecraft Ryedale and the Nominated Neighbour Scheme to funding diversionary activities and teenage play equipment for young people. These will continue along with the launch of Buying Time a DVD to aid the farming and equine community to implement measures to reduce the opportunities for crime.

We will also encourage the use of available powers to tackle unacceptable behaviour effectively in the community.

Alcohol Harm Reduction

Safer Ryedale aims to raise awareness on the consequences of alcohol misuse to minimise the harm to both individuals and the community. Our local plans will seek to reduce behaviour that is fuelled by alcohol, including violence, criminal damage, domestic abuse, sexual offences and anti-social behaviour.

According to the `North Yorkshire and York Alcohol Harm Reduction Strategy` document for 2008-2011, Ryedale District is below the national average in all eight areas measured for rates of alcohol related occurrences when comparing districts with the English average. This is encouraging however, this does not mean that negative behaviour fuelled by alcohol should be tolerated.

Safer Ryedale have introduced a number of initiatives including, Designated Alcohol Restriction Areas through Ryedale District Council in four of the five market towns in 2004, the `Lock `em Inn` initiative is aimed at educating late-night revellers to moderate their behaviour after leaving public houses.

We will continue our work in this area and further strengthen it through better information and targeting campaigns and resources to address the issue and to promote sensible drinking to reduce incidents of alcohol related nuisance.



North Yorkshire's premier accommodation with lots of bars!



RESPECT @/vs respect @/s respect

- New from 2007 - Fully non smoking throughout

Recently awarded 5 Golden Handicuffs



An unforgettable experience!

For further information please see our 'Lock'em' Inn leaflets distributed in your local pubs, takeaways etc.



Domestic Abuse
Working Together
Making Safe
Positive Intervention



PLAN YOUR SAFETY

- Talk to family, friends and neighbours and ask them to call the police if they see or hear anything
- One phone call can help you to get the support YOU need

Have Ready to Hand:

- Means of identification
- Birth/Marriage Certificates
- Medication needed for you or your family
- Keys, money, small personal valuables

Take These with you when you leave

Domestic Abuse

Safer Ryedale aims to reduce the numbers of repeat cases of domestic abuse. Already we have seen reductions last year through the work of the Scarborough and Ryedale Domestic Abuse Co-ordinator in developing and implementing with Partner agencies (statutory and voluntary sector) nationally recognised work e.g. Making Safe which seeks to support victims of domestic abuse to remain in the family home whilst challenging the behaviour of the offender. Also the Specialist Domestic Violence Courts aim to quicken and add expertise to the criminal justice process.

We will also raise awareness and encourage education initiatives on the issues of domestic abuse in the community and with harder to reach groups; this includes the national missdorothy.com project.

We will also develop with others training packages for agencies to train up their own staff to provide an effective response to domestic abuse.

Resources and Funding

Maximising Resources

Within the Ryedale area there is a commitment to work with neighbouring partnerships to maximise the resources available. This has been evident for a number of years with the joint funding of a County Analyst, who collates all relevant information and produces reports, and a County-wide Co-ordinator for the Prolific and Priority Offender Strategy.

Sharing of projects between Partnerships across the County will be developed further.

The efficient use of resources is an area that will continue to be explored, including how limited and reducing funding can be maximised to have the greatest impact, not only within distinct boundaries but also across the county.

Funding

The funding available to Partnerships varies each year and the mechanisms to attract funding to areas that are low in crime is challenging.

With the introduction of the Local Area Agreements, Partnerships will receive allocations based upon a variety of formulas linking to targets, crime levels, population and priority work areas. Top slicing of funding will potentially become more commonplace with a clear strategic focus from the York & North Yorkshire Safer Communities Forum on allocations and spending.



Financial contributions from the local authorities, Police Authority, Police Force and County Council have historically enhanced the local delivery and it is envisaged that these will continue during 2008/09 with a review likely in the years to follow.

Each Partnership will continue to explore opportunities for attracting external funding to complement the local delivery.

Action planning

The action planning process clearly defines the work that needs to be undertaken in order that the Partnership can meet its objectives and tackle the issues that have been raised in the Joint Strategic Intelligence Assessment.

The objectives set will be driven by the SMART principles

- Specific** - Objectives will specify what we want to achieve
- Measurable** - Enable us to measure if we are meeting our objectives
- Achievable** - Will be achievable and attainable
- Realistic** - Achieved with the resources available
- Timely** - Occur within a set timescale

By adopting this approach, the aim of our objectives can be understood and the process of who is accountable can be established.

Acknowledgements

Safer Ryedale wishes to thank the following organisations and their staff for all their help, support and involvement in the production of the Joint Strategic Intelligence Assessment and the Partnership Plan:

North Yorkshire Police

North Yorkshire Fire & Rescue

North Yorkshire County Council

Ryedale District Council

Ian Cunningham, County Analyst

District based Crime & Disorder Reduction Partnerships in North Yorkshire, particularly Harrogate and Richmondshire

Ryedale District Council and Mike Kipling for the use of photography in this document.



Safer Ryedale Partnership

Ryedale District Council

Ryedale House

Old Malton Road

Malton

YO17 7HH

01653 600 666

email: communitysafety@ryedale.gov.uk

www.ryesafe.org.uk



Contact Numbers and Web Sites

Ryedale District Council

01653 600 666

www.ryedale.gov.uk

North Yorkshire Fire and Rescue Service

01609 780 150

www.northyorksfire.gov.uk

North Yorkshire Police

0845 606 0247 (non emergency number)

www.northyorkshire.police.uk

North Yorkshire Police Authority

01765 641 839

www.nypa.org.uk

North Yorkshire County Council

01609 780 780

www.northyorks.gov.uk

North York Moors National Park

01439770 657

www.visitnorthyorkshiremoors.co.uk





Memorandum of Understanding and Co-operation Re. Governance Arrangements

1. Purpose

The purpose of this Memorandum of Understanding is to provide a clear framework within which all members of the Partnership will operate in delivering a reduction in Crime & Disorder in the Ryedale District.

2. Review Arrangements

The Partnership Board will monitor and review the Terms of Reference and this Memorandum of Understanding in light of changing circumstances (legislative, national and local).

3. Aims & Objectives

- a) The main objective is to work in partnership for a safer Ryedale, to reduce crime, disorder and drugs misuse in the Ryedale District.
- b) To develop and deliver, in conjunction with partners and the public, a Partnership Plan to tackle the issues of crime and disorder and to inform on progress.
- c) To ensure the partnership carries out its responsibilities under the Crime & Disorder Act.

4. Legal Status

The Crime and Disorder Act 1998 as amended by the Police Reform Act 2002, and the Police & Justice Act 2006 sets out statutory requirements for responsible authorities to work with other local agencies and organisations to develop and implement strategies to tackle crime and disorder and misuse of drugs in the District of Ryedale. These statutory partnerships are known as Crime and Disorder Reduction Partnerships (CDRPs) or in the case of this District: Safer Ryedale. The responsible agencies are:

- North Yorkshire Police
- Ryedale District Council
- North Yorkshire County Council
- North Yorkshire Fire Service and Authority
- North Yorkshire Police Authority
- York & North Yorkshire Primary Care Trust
- North Yorkshire Moors National Park Authority

National Standards will set out legal requirements for CDRPs to operate to and these came into force on 1 August 2007.

5. Structures & Management Systems

- a) The Partnership structure will include 3 functional levels, the Partnership Board, Delivery Team, Thematic Groups; each has its own remit and responsibilities.
- b) All members of the Partnership will be open and honest, respecting and valuing each other's contributions.
- c) All members of the partnership will represent their organisation, or group and, where practicable and reasonable to do so shall initiate agreed actions. They will update their organisations and networks as appropriate on the work of the Partnership and feed relevant issues into the Partnership process.

6. Partnership Board

- a) The Partnership Board is responsible for providing strategic direction and effective leadership for Safer Ryedale in delivering the Partnership Plan.
- b) Terms of office will be for the 3 year period of the strategy, although members may serve for more than one strategy period or be replaced within it.
- c) The Partnership Board shall select its own meeting schedule. It will meet quarterly. Additional meetings may be called if necessary at the request of the Chairman or by 4 or more Partnership Board members.
- d) The Board comprises representatives of the following organisations:
 - North York Moors National Park Authority; Chief Officer
 - North Yorkshire County Council; Chief Officer and Elected Member
 - North Yorkshire Fire and Rescue Authority; Elected Member
 - North Yorkshire Fire and Rescue Service; Chief Officer
 - North Yorkshire Police Authority; Elected Member
 - North Yorkshire Police Force; Chief Officer
 - Ryedale District Council; Chief Executive and Elected Member
 - York & North Yorkshire Primary Care Trust; Chief Officer
 - Delivery Team chair
 - Ryedale Voluntary Action; Chief Officer
 - North Yorkshire Probation Service; Chief Officer
 - North Yorkshire Magistrates, Chair of Board
 - DAAT, Chief Officer
 - Cameras in Action, Chairman
 - Representative of the 5 Market Towns
 - Representative of the Parish Councils
- e) Decisions will be by a simple majority, only the nominee will be entitled to vote. In the case of a tied vote the Chair shall cast a second and deciding vote.
- f) The Secretariat will be provided by Ryedale District Council.
- g) The Board will act as the decision making executive of the Partnership and will have ultimate responsibility to ensure the delivery of the Partnership Plan.
- h) The Terms of Reference for the Board is set out for the term of the current Plan for 2008-11 and is attached to the end of this document.
- i) The Partnership Board shall review the appropriateness and balance of the membership of the whole partnership annually.
- j) Members will be nominated to the Partnership Board from invited organisations. It is the responsibility of each member organisation to nominate their representatives.
- k) Nominations for new member organisations can be considered at any Partnership Board meeting.
- l) Any member of the Partnership Board may resign by giving not less than one months' notice in writing to the Chair.

- m) Any member of the Partnership Board who is unable to attend a meeting may nominate a named substitute at a senior level to represent them. The substitute may speak and vote on behalf of that member.
- n) If a member of the Partnership Board changes to a different employer or authority in the case of elected members, loses his or her honorary position or paid post, their membership of the Partnership will automatically cease with immediate effect. The respective member organisation will be expected to fill the vacancy as soon as is reasonably practicable.
- o) Should the Partnership Board consider the need to terminate the membership of an individual for good and sufficient cause, including for example conduct of a type prejudicial to the achievement of partnership objectives, or failure to attend meetings, they may resolve, acting by a two-third majority of the members present to expel that member. The member shall have the right to be heard.

7. Delivery Team

- a) The Delivery Team is responsible for the co-ordination of action to deliver the Partnership Plan and has Terms of Reference setting out the responsibilities; this is attached at the end of this document.
- b) Membership is comprised of the following:
 - North York Moors National Park Authority; Senior Officer
 - North Yorkshire County Council; Senior Officers
 - North Yorkshire Fire and Rescue Service; Senior Officer
 - North Yorkshire Police; Senior Officers and Community Safety Officer
 - Ryedale District Council; Director, Community Safety Manager, Crime & Disorder Officer and Link Officer
 - Probation Service; Senior Officer
 - Scarborough Whitby Ryedale Primary Care Trust; Senior Officer
 - Theme Group Chairs
 - Voluntary and Community Sector Representation
 - Social Landlords, Senior Officer
 - North Yorkshire Probation Service
 - Scarborough & Ryedale Domestic Abuse Co-ordinator
 - Primary Care Trust; Senior Officer
- c) Additional participants may be co-opted as necessary.
- d) The Delivery Team shall select their own Chair and meeting schedule.
- e) The Chair will represent the Delivery Team at the Partnership Board

8. Thematic/Problem Solving Groups

- a) These groups will be established to develop and implement the Action Plans for the Plan, they will be time limited unless there is the need to continue beyond its original remit and membership will be fluid to reflect the subject and the necessary expertise.
- b) Each will select its own Chair and meeting schedule and the Chair will be a member of the Delivery Team.

9. Performance Management

The Partnership adopts a robust performance management approach:

- Quarterly performance and exception reports to the Partnership Board
- Monthly performance reports to Ryedale District Council in relation to Best Value Performance Indicators.
- Quarterly reports to North Yorkshire County Council in relation to the Local Area Agreement/funding plan.
- Annual report published on the work of the Partnership, which is published widely and to the public.

10. Funding

a) Resources to deliver the strategy fall into two main categories:

Home Office: Area Based Grant (ABG)
 Basic Command Unit Funding (time limited)

Responsible Authority Contributions:
Ryedale District Council
North Yorkshire Police
North Yorkshire Police Authority
North Yorkshire County Council

- b) Quarterly reports are required by North Yorkshire County Council (the Accountable Body) in relation to spending within the Area Based Grant, linked to targets and outcomes within the Local Area Agreement.
- c) Overall financial reports will be provided to the Partnership Board on a quarterly basis.
- d) Financial reports to other external funding bodies will be provided as agreed with the fund provider.
- e) It is expected that the majority of the funding held by the Partnership will be used to fund core partnership support posts, deliver initiatives led by the Safer Ryedale Unit and to provide capital start up support to projects and initiatives which have been proposed through the Delivery Team in line with the Action Plans.
- f) Services and initiatives are largely delivered by responsible authorities and co-operating bodies from within existing individual resources.

11. Financial Procedure Rules

- a) All finances are managed through Ryedale District Council and are subject to their financial rules & regulations. Any contracts will be procured on behalf of the Partnership by the Council and the Council will be the contracting party. The rules, which govern any procurement, will therefore be the Council's financial procedures and rules.
- b) The Partnership Board, following recommendation by the Delivery Team, will make funding decisions.
- c) Funding decisions under £1,000 can be made by the Community Safety Manager and agreed by the Chair.

- d) All bids to the Partnership must be made using the Request for Funding form, which acts as a project initiation document. All requests for funding must support the outcomes agreed by the Partnership, be agreed by the Delivery Team and linked to the Action Plan.
- e) All funding decisions in response to bids must be made in writing and a copy kept on file (electronic or paper). All funding will be subject to agreed monitoring and feedback requirements.
- f) Bids to the Partnership will normally be considered on an annual basis in line with the review of the strategy and action plans.
- g) In the event of an under spend due to non delivery of projects/initiatives, bids will be invited from the Delivery Team which support existing priorities within the strategy.

12. Accountability

- a) The Partnership Board is accountable for the development and delivery of the Partnership Plan.
- b) Individual member organisations are accountable for the delivery of the strategy through project and performance management systems.

13. Scrutiny

- a) Scrutiny of Partnership activity is undertaken by the Partnership Board, Safer Ryedale, North Yorkshire County Council (as the Accountable Body for the Area Based Grant), the York & North Yorkshire Safer Communities Forum and the North Yorkshire Strategic Partnership.
- b) The Local Authority has a role in scrutiny in relation to the District Council compliance with Section 17 (Crime & Disorder Act 1998).
- c) Each partner is subject to scrutiny within their own organisation.
- d) The Crime & Disorder Act Review will make it a requirement that the work of the CDRP is scrutinised by the Local Authority Overview & Scrutiny Committee. It is not clear at the time of preparing this document whether this will be at a local or County level.

14. Conflicts and Declaration of Interest

Any member of the Board will declare any personal interests and decide whether they are prejudicial and withdraw from decision making if such interests are prejudicial. The definition on personal interests is for members that within the Local Authorities (model code) (England) Order 2007 and for officers that within their individual organisation code of practice.

15. Complaints

- a) Complaints regarding the CDRP itself or any of its processes or decisions will be referred to the Delivery Team and if not resolved, referred to the Partnership Board.
- b) Complaints regarding individuals or partners will be referred to the individual's own agency to be dealt with in accordance with their own procedures. In the case of such complaints relating to the work of the partnership, the results and resolution of such complaints will be notified to the partnership.
- c) Where the complaint refers to both an agency and the CDRP itself, the complaint shall be referred to the CDRP in accordance with the paragraph above.

16. Audit Arrangements

Accounts will be audited through the Ryedale District Council financial audit arrangements.

17. Arrangements if the partnership ceases

- a) Safer Ryedale is a statutory partnership required under the Crime & Disorder Act 1998 as amended by the Police Reform Act 2002.
- b) If the Partnership Board decides that it is necessary or advisable to dissolve Safer Ryedale it shall call a meeting of all members of the partnership giving at least 28 days written notice stating the terms of the resolution to be proposed. Any decision taken on this resolution will require not less than a two thirds majority of the members present and voting.
- c) If, upon dissolution of Safer Ryedale, there remains, after the satisfaction of all the debts and liabilities of the Partnership, any property whatsoever, the same shall be given or transferred to some other institution or institutions having objectives similar to the objectives of the Safer Communities Partnership. If in the opinion of the partners no such appropriate organisation exists, the income and property of the Partnership shall be paid to the Partners in proportion to their financial contributions to the general operations of Safer Ryedale in the current and previous year.

18. Diversity and equality issues

- a) The partnership will operate on the basis of principles which actively value the benefits of diversity and which ensure fair treatment in service delivery, in terms of both equal access to and equal outcomes from local service delivery which is designed to meet identified local needs.
- b) To this end, the partnership will, through its composition and ways of working, seek to inform, support and give a voice to all sections of the local communities it serves, with particular emphasis on communities of interest, such as minority ethnic groups, faith communities, those with disabilities, women, older people, children and young people and people who are lesbian, gay, bisexual and transexual (LGBT)"

19. Partner Liabilities

Members of the partnership shall have no greater liability in connection with their role in the partnership's activities beyond that which they have as an individual organisation.

Safer Ryedale Executive Board **Terms of Reference 2008 – 2011**

Main Role: To provide strategic direction and effective leadership for Safer Ryedale in delivering the Partnership Plan.

Responsibilities

1. To ensure Safer Ryedale meets the responsibilities under the Crime and Disorder Act 1998 (amended by the Police Reform Act 2002 and the Police & Justice Act 2006):
 - a) To carry out an annual Joint Strategic Intelligence Assessment for the Ryedale District.
 - b) To develop a Partnership Plan (annually reviewed) to address the issues including community concerns, with action plans, targets, resources and timescales, and publish a summary for the public.
 - c) To monitor and review progress of the Plan and action plans on a regular basis and take account of emerging trends and issues.
2. To ensure the Delivery Team implements the Action Plans for the Plan and to receive regular reports on progress.
3. To take action to address any slippages or obstacles to delivery of the Plan.
4. To have overall responsibility for the management of funding and to monitor its use in accordance with the relevant guidelines.
5. To ensure the Prolific and Priority Offender Scheme is implemented and to receive regular monitoring reports on progress.
6. To promote and ensure compliance (as appropriate) to Section 17 of the Crime and Disorder Act 1998 and to monitor progress.
7. To monitor/identify training needs for the Partnership and its members to enable the effective delivery of the strategy.
8. To provide a link and 2-way flow of information with other partnerships and bodies such as to the Ryedale Local Strategic Partnership and the county wide Safer Communities Forum.
9. To develop the concept of the role of 'champion' for particular aspects of the strategy, this will mean:
 - reporting on an aspect of the strategy to the Board
 - ensuring any problems are identified and reported to the Board for action
10. To promote the work of Safer Ryedale to the community and within Partner Agencies.
11. To ensure Partner Agencies share information for the reduction of crime in accordance with the relevant guidelines and regulations

Safer Ryedale Delivery Team Terms of Reference 2008 – 2011

Main Role: To co-ordinate action to deliver the Partnership Plan.

Responsibilities:

1. Under the direction of the Safer Ryedale Board, ensure Safer Ryedale meets the responsibilities under the Crime and Disorder Act 1998 (amended by the Police Reform Act 2002 and the Police & Justice Act 2006):
 - a) To carry out an annual Joint Strategic Intelligence Assessment for the Ryedale District.
 - b) To develop a Partnership Plan (annually reviewed) to address the issues including community concerns, with action plans, targets, resources and timescales, and publish a summary for the public.
 - c) To monitor and review progress of the Plan and action plans on a regular basis and take account of emerging trends and issues.
2. To implement the Action Plans for the Partnership Plan, monitor progress on a regular basis and report this to Board.
3. Report to the Board, any slippages or obstacles to the delivery of the Plan.
4. To recommend to the Board priority areas/projects for allocation of funding that will achieve the outcomes of the Plan. Monitor progress and performance and provide reports to the Board.
5. To work with a range of agencies to deliver the Prolific and Priority Offender Scheme in Ryedale.
6. Ensure Partner Agencies with Section 17 responsibilities under the Crime and Disorder Act 1998 are aware of this and provide any support needed.
7. To identify and source any training or awareness raising needs for the Partnership.
8. To promote the work of Safer Ryedale to the community and within Partner Agencies to support the media strategy.
9. To ensure information is shared in the interests of Crime and Disorder reduction in accordance with the relevant guidelines and regulations.

**Safer Ryedale Thematic Groups
Terms of Reference 2008 - 2011**

1. Acting under the direction of the Delivery Team, ensure key elements as defined in the Plan are addressed.
2. Set Targets, develop Action Plans and ensure delivery of Item 1.
3. Ensure a process of monitoring and evaluation is adhered to.
4. Identify new initiatives and projects and develop
5. Identify funding requirements for individual initiatives to enable them to be delivered.
6. Identify and recognise possible sponsorship opportunities to enable implementation of initiatives.
7. Under the guidance of the Delivery Team, assist with Joint Strategic Intelligence Assessment work.
8. Promote Community Safety and the work of the Partnership as a core theme throughout Ryedale.
9. Identify training requirements of group members.

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PARTNERSHIP PLAN 2008 – 2011

ACTION PLANS 2009 – 10

Performance Monitoring Report Quarter 1

Domestic Abuse

Aim: To protect and support people experiencing domestic abuse in the Ryedale District.

Progress (Red, Amber, Green)

Indicators: NI 32 Repeat incidents of Domestic Violence NI 20 Assault with injury rate L60 Reduce the incidence of violent crime The number of violent crimes a) The proportion of violent offences which result in Sanction Detections	Baselines & Target Reduction County Target Reduce by 40%	NI 32 10% Green					
Objective 1: to reduce repeat incidents of domestic violence reviewed at MARAC (Multi Agency Risk Assessment Conference).							
	Action	Who	When	30/06/09	30/09/09	31/12/09	31/03/10
Provide 2X 2 training sessions to professionals on responding to domestic abuse and Multi Agency Risk Assessment Conferences	RADA Sandra Rees	Ongoing	Green				
Continue to provide multi agency intervention to incidents of domestic abuse through the provision of Making Safe	RADA Sandra Rees	Ongoing	Green				
Provide information on support networks to the public including the hard to reach communities eg BME, travellers and those in rural isolation	RADA Sandra Rees	Ongoing	Amber				
Provide Domestic Violence Intervention Programmes to those perpetrators not seen within the Criminal Justice System	RADA Sandra Rees	Ongoing	Green				
Comments:							

Objective 2:

To deliver awareness raising and education packages on domestic abuse within the community.

Action	Who	When	30/06/09	30/09/09	31/12/09	31/03/10
Provide an awareness raising event on the impact of domestic abuse on children and young people and how to respond within Ryedale schools	RADA Sandra Rees	Ongoing	Amber			
Continue to provide NSPCC safety planning to children and young people within the Ryedale area	RADA Sandra Rees	Ongoing	Green			
Deliver Missdorothy.com into Ryedale schools	RADA Sandra Rees	Ongoing	Amber			

Comments:**Quarter 1****Miss Dorothy**

Rillington, Settrington, West Heslerton, West Lutton, Weaverthorpe, Sherburn and Staxton schools are going to implement Miss Dot from September following training for staff, Malton school has also been contacted and is very interested in taking the programme forward.

Training and Awareness Raising

Training session with Library staff has begun to raise awareness of domestic abuse and give them information on support agencies this will be very useful when mobile van is out in the rural areas.

2 x training sessions have been delivered in Ryedale to fire officers these have been well received with the plan to further roll out across the District and county.

Education into schools

Lady Lumley's is keen to undertake the training for staff on domestic abuse and then roll out an education programme into the school for the children and young people. The cluster schools are also being approached to take up the offer of training. An event is planned at the Spa in November to raise awareness within the schools and further education to start the roll out.

Safer Roads

Aim: To minimise the levels of Killed and Seriously Injured on the roads of Ryedale.

Indicators: NI 147 People Killed or Seriously Injured in road traffic accidents	Baselines & Targets County target	30/06/09	30/09/09	31/12/09	31/03/10	
Objective 1: To respond to community concerns on the dangers of excessive and inappropriate speed through the delivery of education initiatives involving a range of agencies.						
Action	Who	When	30/06/09	30/09/09	31/12/09	31/03/10
Identify main groups for targeted education initiatives (ie Drive Alive, Drive Wise). • Learner drivers * Youth groups *Elderly • Drivers * Migrant workers *Local business	Susan Gallagher	Action Plan by May Delivery April - March	Green (-)			
Deployments of auto traffic counters ie data logger – minimum 20 ATC deployments	CSFCM	April – March	Green (-)			
Deliver 8 Operation Siren events at venues informed by intelligence gained from ATC deployments/community feedback	Dave Burlingham	April – March	Green (2)			
Trailer - use to be targeted in association with RTC educational initiatives	Steve King	April - March	Green			
Hand held lasers to be deployed using intelligence from ATC deployments and community concerns (speed concern flow chart) – Target of 100 deployments	SNT Sergeants	April - March	Green (27)			
Extend the high viz vest initiative to encompass 5-9 year old age group	Susan Gallagher	April - March	Green			
Comments: Quarter 1 - The road safety officer for Ryedale is working with the driver association (AIM) and Pass Plus to introduce a £50 incentive which is payable towards the cost of taking an advanced certificate for driving. An older drivers day is planned for Pickering Memorial Hall on the 11 th July between 10-4pm. Migrant workers; still on going with local employers and with the BME worker based at the community centre @ Wentworth Street. Data logger deployments progressing well and on tract to exceeding the target set, whilst also engaging with the parish councils within Ryedale. Operation sirens and the hand held lasers being planned and organised by the police – police to up date. Trailer still based at Malton fire station and available to any one in the partnership to use. Hi – Viz jackets being ordered and to be delivered to schools around September time.						

Objective 2: To prepare and deliver a communications plan to raise awareness and inform the community of work undertaken.						
Action	Who	When	30/06/09	30/09/09	31/12/09	31/03/10
Produce a diary of events for partnership to attend and for media opportunities in conjunction with Ryedale Safety Advisory Group and Gail Snowden	Gail Snowden	June	Green			
Liaise with relevant Town & Parish Councils/Community groups over results of ATC deployments	Mal Austwick	April - March	Green			
Produce a modified flow chart for community groups re concerns over road safety.	Steve King	April 09	Green			
Present to both Parish Liaison meetings and various CAP meetings in the next 12 months	Mal Austwick	April - March	Green			
Deliver a minimum of 12 media releases regarding road safety	Gail Snowden	April - March	Amber			
Comments:						
<p>Quarter 1 - Diary of events has been produced by Gail Snowden and distributed by via email. Meeting are planned and have taken place regarding the data / results of the data logger deployments. A comprehensive flow chart has been produced for the partnerships with regards to community concerns. Parish Liaison and various cap meeting some already attended and more planned for the future. Gail Snowden currently liaising with Janet Gleeson (NYCC 95 Alive PR) and Susan Gallagher regarding delivery of press releases.</p>						

Community Priorities

Aim: To minimise the effects of crime and anti-social behaviour on the communities within Ryedale thereby contributing to a positive view of the District.

Progress (Red, Amber, Green)

Indicators: NI 17 (L67) Perceptions of ASB NI 19 Rate of proven re-offending by young offenders NI 30 Re-offending rate of PPOs NI 41 Perceptions of drunken rowdy behaviour as a problem LI Burglary dwelling LI Burglary other than a dwelling LI Criminal damage LI Damage to vehicles	Baselines & Target Reduction b/l 11%, target 3%, 1% per yr to 8% County target County target b/l 17%, target 3%, 1% per yr to 14% b/l 99, target 10% to 89 by '11 b/l 239, target 5% to 227 by '11 b/l 516 b/l 191, target 5% to 182 by					
Objective 1: To reduce burglary other and theft other by 10%						
Action	Who	When	30/06/09	30/09/09	31/12/09	31/03/10
Re-visit/re-design BOB victim pack.	Steve Pearse	Pack by April	Green			
Continue Nominated Neighbour, Sheduction, Crime Reduction Initiatives ie No Cold Calling Zones	SNT Sergeants	Ongoing				
Continue to promote Buying Time DVD on rural crime at events throughout Ryedale	Safer Ryedale Team/Gail Snowden	Ongoing	Green			
Plan diary of events for partnership to attend and for media opportunities for 2009/10	Gail Snowden	Ongoing	Green			
Continue to promote Poacher Watch	SNT Sergeants	Ongoing	Green			
Plan campaign to promote security of high value pedal cycles	Gail Snowden/Steve Pearse/Forestry Commission/Nat Parks	March 2010	Green			
Feasibility Study into provision of cycle lockers at high risk locations	Steve Pearse	May	Green			
Comments:						
Quarter 1 – Gail Snowden and Steve Pearse have submitted a bid to the Delivery Team for 375 re-designed BOB packs. Gail Snowden showed the						

Buying Time DVD at the Wilton Neighbourhood Watch Meeting, we now have a limited supply of the DVD's, therefore a bid has been submitted to the Delivery Team for 1000 extra copies of the DVD and supporting information. These will be distributed at farmers markets and NFU meetings. A diary of events has been completed and circulated to all members, this will be updated monthly. Gail Snowden has ordered the cycle locks, they will be delivered to RDC shortly.

Objective 2: Criminal Damage

Action	Who	When	30/06/09	30/09/09	31/12/09	31/03/10
Re-form a small dedicated action group to address criminal damage as an issue	Safer Ryedale Group	April 09	Green			
Establish baseline using 2008/9 data on criminal damage to isolate top three crime types and develop action plan to achieve a 5% reduction by April 2010	Ian Cunningham	Baseline by May 09 Action Plan June 09	Red			

Comments:

A dedicated action group has been formed and the first Criminal Damage meeting has been scheduled for August 2009.

Objective 3: Improve perceptions of anti-social behaviour and reduce fear of crime by publishing and responding to public priorities highlighted by community consultation survey

Action	Who	When	30/06/09	30/09/09	31/12/09	31/03/10
Make full use of media and other publicly available newsletters	Gail Snowden	Ongoing	Green			
Maintain an ongoing consultation process on perception of anti-social behaviour by utilising Safer Ryedale website and bi-annual street surveys	Gail Snowden/ Sandi Clark	Ongoing	Green			
Address the issue of dog fouling already identified by street survey, through a system of education and rigorous enforcement.		March 2010	Green			

Monitor success by public reaction as posted on website, during surveys and scrutiny of RDC Dog Complaint Register						
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Comments:

Gail Snowden has noted the deadlines for the RVA and RDC Newsletters, which go out to all households and will submit any Safer Ryedale good news stories. The next bi-annual street survey is scheduled for week commencing 3 August, this will include all four market towns and varied times during the day and evening. Gail Snowden has received training from David Henderson and will complete the google on-line survey.

Objective 4: To target young offenders and those at risk of offending through support, education and diversionary activities to reduce incidents of repeat offending.

Action	Who	When	30/06/09	30/09/09	31/12/09	31/03/10
Maintain baseline data of young offenders on ASBO, ABC and MAPs Groups	Sandi Clark	Ongoing	Green			
Ensure continuance of the MAPs Groups by close liaison with four secondary schools and attendance at all meetings	Sandi Clark	Ongoing	Green			
Implement Restorative Justice scheme for 10-17 year olds. Report to Delivery Team on progress of scheme	Tim Hutchinson	Ongoing	Green			
Maintain proven diversionary activities for young people in Ryedale: <ul style="list-style-type: none"> - Dry Bars - YCV - LIFE - Skate park 	4 Youth YCV Steering Group Delivery Team	Ongoing	Green			

Comments:

Quarter 1 - No new ABCs as of end of June 09. All four secondary schools are now engaged with MAPS. We have seen a slight increase in numbers of young people adversely coming to the attention of teaching staff and/or police, but now that year 11 are due to leave school, some of these people will move off MAPS and we will monitor their behaviour in the community. Across the two districts of Scarborough and Ryedale the Youth Restorative Justice Scheme has been used with 48 young people, with Ryedale accounting for 12.25% of these. By comparison the levels of crime in the two districts so far this year are Scarborough 2255 compared to Ryedale 498, 18% of the total crime. Norton College have now joined the loop and all four schools are now fully attended at MAPS meetings.

Alcohol Harm Reduction

Aim: To deliver the contents of the Alcohol Harm Reduction Strategy for the Ryedale District

Indicators:	Baselines & Targets	30/06/09	30/09/09	31/12/09	31/03/10	
NI 41 Perceptions of drunken rowdy behaviour as a problem NI 115 Substance misuse by young people LI ?	b/l 17%, target 3%, 1% per yr to 14% County target					
Objective 1: To raise awareness on the consequences of alcohol misuse to minimise harm to both individuals and the community.						
Action	Who	When	30/06/09	30/09/09	31/12/09	31/03/10
Launch strategy	Sandi Clark/ Gail Snowden	May 09	Green			
Maintain the flow of information from partner agencies and other sources to highlight the work that must be addressed by the Alcohol Harm Reduction Group	Alcohol Harm Reduction Group	Ongoing	Green			
Produce a continuation strategy for the Alcohol Respect Campaign to maintain its momentum	Trading Standards/Gail Snowden	May 09	Green			
Prepare a report on the effectiveness of the Alcohol Respect Campaign and publicise	Sandi Clark Gail Snowden	April	Amber			
Prepare a report on the education programme delivered via Alcohol Respect Campaign in secondary schools and publicise	Sandi Clark Gail Snowden	April	Red			
<p>Comments:</p> <p>Quarter 1 - Evidence of the effect of the ARC is being compiled. Awaiting input from other agencies. Report regarding secondary schools awaiting delivery of education from Cambridge Centre in final two schools. Results available for Malton and Norton schools. The ARC campaign is now programmed to tackle the issue of Proxy Sales through Ryedale by distributing education leaflets to schools and licensed premises and doctors surgeries etc.</p>						

Objective 2: To enhance the available information on alcohol misuse and services available in the Ryedale District

Action	Who	When	30/06/09	30/09/09	31/12/09	31/03/10
Prepare a media campaign for the District linking into national campaigns	Gail Snowden	Ongoing	Amber			
Link into the Pubwatch meetings	SNT Sergeants	Ongoing	Amber			
Deliver awareness raising sessions for parents, one event at each of the secondary schools during 09/10	4 Youth	Ongoing	Green			
Cambridge Centre and PCT to provide information to public on effects of alcohol fuelled violence	Cambridge Centre/PCT	March 2010	Red			
Improve database of information and analysis on alcohol related incidents from Police and other partners	Alcohol Harm Reduction Group	Ongoing	Green			
Prepare full valuation report on detached youth work in Pickering and explore feasibility to explore to other market towns	Lacey Madueke	Ongoing	Green			

Comments:

Quarter 1 – So far we have linked into No Id No Sale, Challenge 21 and Drink Aware National Campaigns. PC Jane Jones is Chair at the Malton & Norton Pubwatch and Licensee meetings. Awareness raising sessions were delivered in the two Malton and Norton secondary schools during the ARC Campaign, Ryedale and Lady Lumley's secondary school are currently pending.

Objective 3: To reduce the incidence of alcohol related crime & disorder offences as reported to the Police						
Action	Who	When	30/06/09	30/09/09	31/12/09	31/03/10
Identify hot spot areas by monitoring alcohol related litter finds	Town/Parish Council/Street Scene	On-going	Red			
Provide training for Street Scene operatives to deliver Action 1		June 09	Red			
Respond to identified hot spot locations by a system of enforcement, support and education	SNT Sergeants	March 2010	Red			
Implement compliance monitoring to track the adherence to 'No Id No Sale' Initiative	Trading Standards SNT Sergeants	On-going	Green			
Promote Drink Driving campaigns	Safer Roads Group	Ongoing	Green			
Support the nationwide Know Your Limits/Drink Aware campaigns through use of media and publicity in key locations ie surgeries, nurseries, libraries etc	Alcohol Harm Reduction Group	On-going	Green			
Comments:						
Quarter 1 – Trading Standards will continue to visit selected licensed premises periodically to check use of refusal register and No Id No Sale regulations are adhered to.						















Community Development

Aim: To encourage community participation to inform Safer Ryedale's work.

Indicators: LI ?			30/06/09	30/09/09	31/12/09	31/03/10
Objective 1: To develop opportunities to involve the community in raising concerns, setting priorities and to receive information on Safer Ryedale's Work						
Action	Who	When	30/06/09	30/09/09	31/12/09	31/03/10
Update Safer Ryedale website	Gail Snowden	Ongoing	Amber			
Produce media opportunities calendar and maintain	Gail Snowden	Ongoing	Green			
Gather community concerns and feedback via website questionnaire ie street survey	Gail Snowden	Ongoing	Green			
Comments:						
<p>Quarter 1 – Gail Snowden has produced and circulated the media opportunities calendar and will continue to update this document. The next bi-annual street survey is scheduled for week commencing 3 August, this will include all four market towns and varied times during the day and evening</p>						
















Safer Ryedale Actions


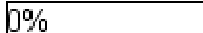












Generated on: 23 November 2009

Aim 1. Domestic Abuse					
Status	Code	Title	Progress Bar	Latest Note	Latest Note Date
	SR0910 01	Provide 2 x 2 Training Sessions to professionals on responding to domestic abuse and Multi Agency Risk Assessment Conferences		2 x training sessions have been delivered in Ryedale to Fire officers, these have been well received with the plan to further roll out across the District and county.	19 Aug 2009
	SR0910 02	Continue to provide Multi Agency intervention to incidents of domestic abuse through the provision of Making Safe		This action at Quarter one is green	19 Aug 2009
	SR0910 03	Provide information on support networks to the public including the hard to reach communities eg BME, travellers and those in rural isolation		This action is now at green	29 Oct 2009
	SR0910 04	Provide Domestic Violence Intervention Programmes to those perpetrators not seen within the Criminal Justice System		This action is currently at green	29 Oct 2009
	SR0910 05	Provide an awareness raising event on the impact of domestic abuse on children and young people and how to respond within Ryedale Schools		The launch of this initiative will be held in November 09 at Scarborough Spa	29 Oct 2009
	SR0910 06	Continue to provide NSPCC safety planning to children and young people within the Ryedale area		Referrals to NSPCC = 1. This action is currently green	29 Oct 2009
	SR0910 07	Deliver Miss Dorothy.com into Ryedale schools		Malton school is now onboard with the Miss Dorothy programme	29 Oct 2009


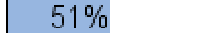






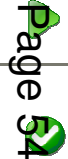












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Aim 2. Community Priorities

Status	Code	Title	Progress Bar	Latest Note	Latest Note Date
	SR0910 19	Re-visit/re-design BOB victim pack. Continue Nominated Neighbour, Sheduction, Crime Reduction Initiatives ie No Cold Calling Zones		The BOB packs have now been re-designed and delivered, they will be used as an when necessary.	29 Oct 2009
	SR0910 20	Continue to promote Buying Time DVD on rural crime at events throughout Ryedale		Buying Time DVD has been distributed to every farm in Ryedale. Gail & Sandi to promote this and other Safer Ryedale iniatives at the next NFU event.	29 Oct 2009
	SR0910 21	Plan diary of events for partnership to attend and for media opportunities for 2009/10		A diary of events has been completed and circulated to all members, this will be updated monthly.	19 Aug 2009
	SR0910 22	Continue to promote Poacher Watch		Operation Leverette has been extremely successful, this iniative uses a plane to track down poachers. Police will direct Bill Tiplady to areas historically blighted by poaching while a "spotter" uses cameras to film evidence from the light aircraft and a radio to direct police office towards the law breakers. Further ground support comes from a strikeforce of special constables and volunteers from the Country watch scheme who will patrol the area. This is the first time a volunteer has come forward and used a light aircraft to find poachers. It is hoped that the aircraft will be a key weapon of Operation Leverette over the next few months by leading to the arrest and prosecution of poachers who continue to blight Ryedale.	03 Nov 2009
	SR0910 23	Plan campaign to promote security on high value pedal cycles		The campaign to crackdown on cycle thefts in Ryedale has now been launched at Dalby Forest visitor centre. It is aimed at promoting the use of cycle locks and "immobitag", a type of electronic marking device which enables cycles to be identified anywhere in the UK. Cyclists attending Dalby Forest were given crime-prevention advice and some were given free cycle locks.	03 Nov 2009
	SR0910 24	Feasibility study into provision of cycle lockers at high risk locations		The additional cycle racks have now been installed at Dalby Visitor centre.	03 Nov 2009
	SR0910 25	Re-form a small dedicated action group to address criminal damage as an issue		This dedicated action group now meet every six weeks following the Alcohol Harm Reduction meeting.	03 Nov 2009
	SR0910 26	Establish baseline using 2008/9 data on criminal damage to isolate top three crime types and develop an action plan to achieve a 5% reduction by April 2010		This action is currently at amber, Inspector Tim Hutchinson currently liaising with Ian Cunningham as to the best way forward with this.	03 Nov 2009




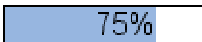















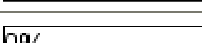





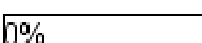


Status	Code	Title	Progress Bar	Latest Note	Latest Note Date
	SR0910 27	Make full use of media and other publicity available newsletters		All projects and initiatives are forwarded to the press, this action is now green.	03 Nov 2009
	SR0910 28	Maintain an ongoing consultation process on perception of anti social behaviour by utilising the Safer Ryedale website and bi-annual street surveys		A press release was issued, the results of the survey were published in all Ryedale papers. The results are also on the Safer Ryedale website.	03 Nov 2009
	SR0910 29	Address the issue of dog fouling already identified by street surveys, through a system of education and rigorous enforcement. Monitor success by public reaction		The 'Take the Lead Take the Bag' campaign was approved at Delivery Team, the poster advertising the dog fouling campaign has now been ordered, this will be displayed on a refuse vehicle. Letters have been sent to all Town/Parish Councils regarding dog waste bins.	03 Nov 2009
	SR0910 30	Maintain baseline data of young offenders on ASBO, ABC and MAPs Groups		Five new ABC's are sought. Two ASBO's have expired, no applications for new ones at present.	03 Nov 2009
	SR0910 31	Ensure continuance of the MAPS Groups by close liaison with four secondary schools and attendance at all meetings		This action is currently at green.	03 Nov 2009
	SR0910 32	Implement Restorative Justice scheme for 10-17 year olds. Report to Delivery Team on progress of scheme		This action is currently at green.	03 Nov 2009
	SR0910 33	Maintain proven diversionary activities for young people in Ryedale ie Dry Bars, YCV, LIFE, Skate Park		<p>The YCV event held on Wednesday 14 October went extremely well, we started the evening off at Quasar, Clifton Moor followed by a meal and presentation at Frankie & Benny's. All teams received free VIP entry into Flamingo Land, first prize £300, second prize £200 and third prize £150.</p> <p>Sixteen young people were nominated for the LIFE project, 13 people started the course and 12 people finished the course. The twelve teenagers received praise from a top North Yorkshire Fire & Rescue Service officer after completing the gruelling week-long course on firefighting, first aid and social skills.</p> <p>The course was run at Kirkbymoorside Fire Station, the course was designed to help tackle the consequence of anti social behaviour, raise self esteem, improve communication skills and teamwork. The week culminated in a passing out ceremony, where the teenagers received awards from Area Manager Owen Hayward</p>	03 Nov 2009






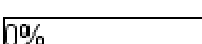
Aim 3. Safer Roads

Status	Code	Title	Progress Bar	Latest Note	Latest Note Date
	SR0910 08	Identify main groups for targeted education initiatives ie Drive Alive, Drive Wise. Learner Drivers, Youth Groups, Elderly, Migrant workers, local business		Drive Wise and Drive Alive initiatives are currently being targeted in schools, local businesses and youth groups	29 Oct 2009
	SR0910 09	Deployments of auto traffic counters ie data logger - minimum 20 ATC deployments		Highways have deployed speed counters in the following villages in response to complaints about speeding vehicles in:- Great Barugh, Aislaby, Middleton and the west side of Pickering. Currently 10 data loggers have been deployed by NYF&R since April 09.	29 Oct 2009
	SR0910 10	Deliver 8 Operation Siren events at venues informed by intelligence gained from ATC deployments/community feedback		Currently we have completed 5 Operation Siren events in Ryedale.	29 Oct 2009
	SR0910 11	Trailer - use to be targeted in association with RTC educational initiatives		This action is currently at green	29 Oct 2009
	SR0910 12	Hand held lasers to be deployed using intelligence from ATC deployments and community concerns (speed concern flow chart) - Target of 100 deployments		This action is currently at green and 70% complete. The document showing the locations and advice/offences are attached.	29 Oct 2009
	SR0910 13	Extend the high viz vest initiative to encompass 5-9 year old age group		Every 7-9 year old in Ryedale has now received a hi viz vest, distributed around the schools. Parents have received letters informing them who sponsored the initiative and a press release issued, good press coverage in Mercury and G&H Wed 28 October 2009	29 Oct 2009
	SR0910 14	Produce a diary of events for the partnership to attend and for media opportunities in conjunction with Ryedale Safety Advisory Group and Gail Snowden		The diary of events is upto date until December 09. Gail to complete final quarter events and distribute via email	29 Oct 2009
	SR0910 15	Liaise with relevant Town & Parish Councils/Community Groups over results of ATC deployments		Steve King NYF&R has attended 4 x Parish Council meetings to discuss any speed related issues or feeding back data logger information to empower local communities such as Aislaby & Middleton, Gate Helmsley, Hovingham and Swinton. 2 x RVA Forum meetings have been attended promoting ATC deployments, road and fire safety.	29 Oct 2009
	SR0910 16	Produce a modified flow chart for community groups re concerns over road safety		A comprehensive flow chart has been produced for the partnerships with regards to community concerns.	19 Aug 2009
	SR0910 17	Present to both Parish Liaison meetings and various CAP meetings in the next 12 months		All Parish Liaison and cap meetings have been attended by Steve King/Mal Austwick and Gail Snowden/Sandi Clark	29 Oct 2009
	SR0910 18	Deliver a minimum of 12 media releases regarding road safety		All projects have had a press release issued and have all gone in the press, some have had radio coverage.	29 Oct 2009







Aim 4. Active Safe Communities					
Status	Code	Title	Progress Bar	Latest Note	Latest Note Date
	SR0910 02	Continue to provide Multi Agency intervention to incidents of domestic abuse through the provision of Making Safe		This action at Quarter one is green	19 Aug 2009
	SR0910 08	Identify main groups for targeted education initiatives ie Drive Alive, Drive Wise. Learner Drivers, Youth Groups, Elderly, Migrant workers, local business		Drive Wise and Drive Alive initiatives are currently being targeted in schools, local businesses and youth groups	29 Oct 2009
	SR0910 10	Deliver 8 Operation Siren events at venues informed by intelligence gained from ATC deployments/community feedback		Currently we have completed 5 Operation Siren events in Ryedale.	29 Oct 2009
	SR0910 29	Address the issue of dog fouling already identified by street surveys, through a system of education and rigorous enforcement. Monitor success by public reaction		The 'Take the Lead Take the Bag' campaign was approved at Delivery Team, the poster advertising the dog fouling campaign has now been ordered, this will be displayed on a refuse vehicle. Letters have been sent to all Town/Parish Councils regarding dog waste bins.	03 Nov 2009
Page 55 	SR0910 33	Maintain proven diversionary activities for young people in Ryedale ie Dry Bars, YCV, LIFE, Skate Park		The YCV event held on Wednesday 14 October went extremely well, we started the evening off at Quasar, Clifton Moor followed by a meal and presentation at Frankie & Benny's. All teams received free VIP entry into Flamingo Land, first prize £300, second prize £200 and third prize £150.	03 Nov 2009
				Sixteen young people were nominated for the LIFE project, 13 people started the course and 12 people finished the course. The twelve teenagers received praise from a top North Yorkshire Fire & Rescue Service officer after completing the grueling week-long course on firefighting, first aid and social skills.	
	SR0910 36	Produce a continuation strategy for the Alcohol Respect Campaign to maintain its momentum		This action is currently amber, but Sandi Clark is in the process of applying for further Home Office funding to continue the campaign.	03 Nov 2009

Aim 4. Alcohol Harm Reduction

Status	Code	Title	Progress Bar	Latest Note	Latest Note Date
	SR0910 34	Launch strategy		The strategy has been launched and published on the website.	19 Aug 2009
	SR0910 35	Maintain the flow of information from partner agencies and other sources to highlight the work that must be addressed by the Alcohol Harm Reduction Group		This action is currently green.	03 Nov 2009
	SR0910 36	Produce a continuation strategy for the Alcohol Respect Campaign to maintain its momentum		This action is currently amber, but Sandi Clark is in the process of applying for further Home Office funding to continue the campaign.	03 Nov 2009
	SR0910 37	Prepare a report on the effectiveness of the Alcohol Respect Campaign and publicise		This action is currently at amber	03 Nov 2009
	SR0910 38	Prepare a report on the education programme delivered via Alcohol Respect Campaign in secondary schools and publicise		This action is currently amber red to the education in schools package not yet being complete. Compass are completing this action from September - December in Ryedale schools, once complete the report can then be finalised.	03 Nov 2009
	SR0910 39	Prepare a media campaign for the District linking into national campaigns		This action is currently green.	03 Nov 2009
	SR0910 40	Link into the Pubwatch meetings		This action is currently green.	03 Nov 2009
	SR0910 41	Deliver awareness raising sessions for parents, one event at each of the secondary schools during 09/10		This action is currently green.	03 Nov 2009
	SR0910 42	Cambridge Centre and PCT to provide information to public on effects of alcohol fuelled violence		This action at the end of quarter two is red.	03 Nov 2009
	SR0910 43	Improve database of information and analysis on alcohol related incidents from Police and other partners		This action is currently green.	03 Nov 2009
	SR0910 44	Prepare a full valuation report on detached youth work in Pickering and explore feasibility to other market towns		This action is green at the end of quarter two.	03 Nov 2009
	SR0910 45	Identify hot spot areas by monitoring alcohol related litter finds		This action is currently red at the end of quarter two.	03 Nov 2009
	SR0910 46	Provide training for Street Scene operatives to deliver Action 1		This action is red at the end of quarter 2, Trading Standards liaising with Street Scene regarding delivering training sessions.	03 Nov 2009
	SR0910 47	Respond to identified hot spot locations by a system of enforcement, support and education		This action is green at the end of quarter two. PCSO's along with the Cambridge Centre patrol identified hot spot areas, the partnership purchased alcohol testing strips to assist with the	03 Nov 2009

Status	Code	Title	Progress Bar	Latest Note	Latest Note Date
				enforcement of this issue.	
	SR0910 48	Implement compliance monitoring to track the adherence to 'No Id No Sale' Initiative		This action is green, Trading Standards continuing to visit selected licensed premises periodically.	03 Nov 2009
	SR0910 49	Promote Drink Driving campaigns		This action is green at the end of Quarter 2. The Safer Roads Steering Group have lots of education initiatives and drink driving campaigns scheduled for November and December 2009.	03 Nov 2009
	SR0910 50	Support the nationwide Know Your Limits/Drink Aware campaigns through use of media and publicity in key locations ie surgeries, nurseries, libraries etc		This action is green at the end of Quarter 1	20 Aug 2009

Aim 5. Community Development

Status	Code	Title	Progress Bar	Latest Note	Latest Note Date
	SR0910 51	Update the Safer Ryedale Website		This action is currently green. All initiatives and projects are now on the website with photographs where possible. Any news items are posted weekly. There is now a link to the crime mapping page of the NYP website.	03 Nov 2009
	SR0910 52	Produce a media opportunities calendar and maintain		This action is currently at green.	03 Nov 2009
	SR0910 53	Gather community concerns and feedback via website questionnaire ie street survey		The results of the crime survey has been published in the local press and also on the Safer Ryedale website. Fear of crime in Ryedale has lowered again from January this year.	03 Nov 2009

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Safer Ryedale Performance Indicators

Generated on: 23 November 2009

Safer Ryedale Performance Indicators										
PI Code	Short Name	Date of last update	Most recent result	Current Target	Current Position	Most recent note	Date of last note	Short Term Trend Arrow	Long Term Trend Arrow	Traffic Light Icon
EC 2	Domestic burglaries per 1,000 population	October 2009	1.26							
Page 59	Average household earnings in Ryedale (was LPI 53)	2008/09	£20004	£23337	Data source - Local Knowledge Annual Survey of Hours and Earnings	Local Knowledge - Average residence based gross weekly earnings (2008) - Source: Local Knowledge; Annual Survey of Hours and Earnings Notes: Source: National Statistics website (Nomis: www.nomisweb.co.uk)	27 July 2009			
NI 15 LAA	Police. Serious violent crime rate per 1000 pop'n	October 2009	0			Confirming the figures with Ian Cunningham	16 December 2008			
NI 16	Police. Serious acquisitive crime rate per 1000 pop'n	October 2009	2.56			check decimal places needed	05 November 2008			
NI 17 LAA67	Perceptions of anti-social behaviour	2008/09	10.8%		Ryedale Best Quintile Nationally	NYCC Overall 2008-09 Result - 11.3%	19 November 2009			
NI 19 LAA	Rate of proven re-offending by young offenders				Spatial level Youth Offending Teams (Single tier and county council)	NYCC Overall Result - 2008-09 - 1.38	19 November 2009			

NI 20 LAA	Police. Assault with injury crime rate per 1000 pop,n	October 2009	2.11	3.54		LAA figure for NI 20 Quarter 1 is 51 (not calc per 1000)	17 December 2008			
NI 21	Dealing with local concerns about anti-social behaviour and crime issues by the local council and police (Biennial)	2008/09	32.5%		Ryedale Best Quintile Nationally					
NI 22	Perceptions of parents taking responsibility for the behaviour of their children in the area (Biennial)	2008/09	43.9%		Ryedale Best Quintile Nationally					
NI 23	Perceptions that people in the area treat one another with respect and consideration	2008/09	20.8%		Ryedale Best Quintile Nationally		22 May 2009			
NI 27	Understanding of local concerns about anti-social behaviour and crime issues by the local council and police	2008/09	27.5%		Ryedale second quintile nationally					
NI 29	Police. Gun crime rate per 1000 pop'n	Q2 2009/10	0							
NI 30 LAA	Police. Re-offending rate of prolific and other priority offenders									
NI 32 LAA	Police. Repeat incidents of domestic violence (NB Intro delayed but ok as LAA PI with target)	2008/09	12.5%		County target is to reduce by 40%. Scarborough/Ryedale target is to reduce by 7% 2009-10	Value is for Ryedale area only. 40 MARACs in Ryedale 5 of which were repeat incidents. Target to reduce this by 7% 2009-10	11 June 2009			
NI 34	Police. Domestic violence – murder per 1000 pop'n (collection freq'y=as per occurrences)									
NI 35	Building resilience to violent extremism (NB to be trialled as PI 08-09 in certain areas, start 2009)	2008/09	2		Draft action plan & self assessment being submitted to Safer Ryedale Board Meeting in April for approval.	Draft action plan & self assessment being submitted to Safer Ryedale Board Meeting in April 2009 for approval	22 April 2009			
NI 36	Police. Protection against terrorist attack (Score 1=low-5=high)				Awaiting results from the Police					

NI 39 LAA	Rate of Hospital Admissions per 100,000 for Alcohol Related Harm					NYCC Overall result - 2008-09 - 1207 (Baseline for Ryedale 2007-08 - 820)	19 November 2009	?	?	?
NI 41 LAA	Perceptions of drunk or rowdy behaviour as a problem	2008/09	21.9%		Ryedale second quintile nationally	Awaiting publication of national results (end of June) to enable further analysis.	22 May 2009	?	?	?
NI 42	Perceptions of drug use or drug dealing as a problem	2008/09	20.7%		Ryedale second quintile nationally			?	?	?
NI 47 LAA	People killed or seriously injured in road traffic accidents				Q3 Target 483, Q3 Outturn 408. Ryedale Figure for Q3 2008, 48 - Q2 2009, 39	Ryedale Q2 2009-10 result - 39 (Number)	19 November 2009	?	?	?
NI 48	Children killed or seriously injured in road traffic accidents (3yr Rolling Ave) % change per 100,000 Pop							?	?	?
NI 11	Police. First time entrants to the Youth Justice System aged 10-17				Query - single tier and county council in guidance			?	?	?
NI 15	NYCC. Substance misuse by young people (Annual - Academic Year - Survey) RDC LAA Lead							?	?	?

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REPORT TO:	OVERVIEW AND SCRUTINY COMMITTEE
DATE:	10 DECEMBER 2009
REPORT OF THE:	HEAD OF ORGANISATIONAL DEVELOPMENT LOUISE SANDALL
TITLE OF REPORT:	SICKNESS ABSENCE REVIEW
WARDS AFFECTED:	ALL

1.0 PURPOSE OF REPORT

- 1.1** It was resolved on 6 August, "That following some further analysis, and initial consultations with staff and Unison the Head of Organisational Development provide a report to a future meeting".

2.0 RECOMMENDATIONS

- 2.1** It is recommended that members:
- (i) receive the report and suggest any further action; and
 - (ii) consider inviting Selby District Council to discuss their approach to sickness absence.

3.0 REASON FOR RECOMMENDATIONS

- 3.1** It was agreed at the previous meetings:
- a) That discussions would take place with UNISON based on the presentation from NYCC on increment and attendance policy and;
 - b) That another authority which had seen sustained improvement in absence statistics be approached to discuss their approach to attendance management.

4.0 REPORT

- 4.1** Members will recall that officers are in the process of reviewing the authority's current sickness absence procedures. The following groups have been consulted, Heads of Service, Service Unit Managers, UNISON and staff focus group.
- 4.2** Unison were asked to review the briefing note from NYCC in regards to increments and sickness absence and provide comments (see para 4.3). The key points from the briefing note are:

- a new pay structure which removed spot salaries and provided incremental progression within a pay band for the vast majority of staff;
- a job evaluation scheme;
- the introduction of 'thank you' payments of up to £50 for good service;
- attendance awards for staff with nil absence in the past 12 months;
- a scheme to provide up to 200 cars for frontline relatively low paid staff who needed a car to undertake their duties, for example in the area of home care;
- the removal of essential car user allowance from 2,000 staff and the introduction of a flat mileage rate for all staff;
- the removal of the car leasing scheme for essential users;
- an increase in annual leave entitlement of up to six days dependent on length of service;
- the increase of flexi leave by two days per year;
- the introduction of additional increments for exceptional performance;
- long service awards given at earlier stages;
- a new employee benefits scheme providing access to a large range of discounts;
- the awarding of annual increments within a pay band based upon satisfactory performance which covered conduct, capability, good appraisal and an acceptable level of attendance.

- 4.3 UNISON comments were provided by Paul Hunt Secretary of UNISON Ryedale Branch on 16 November 2009.

"NYCC Increment & Attendance Policy – Briefing Note

We are opposed to linking incremental progression to sickness absence. It is plainly wrong in our view to penalise employees for being sick.

On the more general point of linking progression to performance, this matter was considered and rejected in the course of the negotiations that took place with management and led to the 2004 joint agreement on implementation of the national single status agreement here at Ryedale DC. We would oppose proposals to renege on that agreement.

We do not support 'thank you' payments for good service and accelerated progression for exceptional performance. Such schemes raise suspicions of favouritism and we believe that operating such rewards packages fairly and objectively is problematic to say the least.

Finally, I don't know what connection there is between essential car user allowance and sickness absence. Car allowances are of course covered by Part 2 of the NJC National Agreement and as such are a key national provision for application by all local authorities to all employees covered by the NJC."

- 4.4 Ryedale has implemented a job evaluation scheme and a review of the pay structure was undertaken in 2008. There are at least 8 positive actions detailed in para 4.2 above which Ryedale feel that employees could benefit from.
- 4.5 Ryedale is currently in the stages of reviewing its HR policies and procedures to ensure that they are updated and reflect best practice. Managers toolkits are being added to procedures to provide managers with further guidance.

4.6 Car allowances were reviewed as part of the overall package that NYCC consulted on. Ryedale will be reviewing the scheme which is currently in place as part of the ONE 11 programme.

4.7 Further from this members asked that another District Authority of comparative size that has been performing well in this area for 2 – 3 years to attend the committee to discuss their approach to managing attendance. Selby District has been identified and a member of their Senior Management Team is willing to come and discuss their approach.

5.0 CONCLUSION

5.1 Members are invited to review this information to consider whether to recommend any further action that may enable Ryedale District Council to improve its sickness absence level.

Louise Sandall
Head of Organisational Development

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REPORT TO:	OVERVIEW AND SCRUTINY COMMITTEE
DATE:	10 DECEMBER 2009
REPORT OF THE:	CORPORATE DIRECTOR (s151) PAUL CRESSWELL
TITLE OF REPORT:	REPAIRS TO FORMER TOWN HALL, MALTON
WARDS AFFECTED:	ALL

1.0 PURPOSE OF REPORT

- 1.1 As requested by Overview & Scrutiny Committee on 15 October 2009 to provide an update on the position regarding the repairs to the roof and stonework at the former Town Hall, Malton. The report to include what caused the delay, when will the work take place and the financial impacts.

2.0 RECOMMENDATION

- 2.1 It is recommended that Members receive this report and note the contents.

3.0 BACKGROUND AND INTRODUCTION

- 3.1 Members of the Overview and Scrutiny Committee considered this issue at a Special meeting of Overview & Scrutiny on 21 April 2009. This report updates Members following that meeting.

4.0 REPORT DETAILS

- 4.1 The former Town Hall is owned by the Fitzwilliam Malton Estate and the Council negotiated a maximum three-year extension to the lease in 2009. The tenant is required to keep the property in good and tenantable repair.
- 4.2 Problems were identified with the roof fabric in the mid to late 1990's in that tiles were becoming dislodged on a regular basis. Quotations were obtained at the time for either carrying out localised repairs or a full re-roofing. It was decided at the time to only carry out the repair work.
- 4.3 It became evident in late 2007 that tile slips were occurring with increasing regularity. Accordingly, a full condition survey was commissioned by a specialist. This survey was carried out in July 2008 by Building Care and Conservation, where the following points were noted:

- West pitched roof – “generally the slates are unstable as the nails have

become loose within the original fixing holes/nail sick: it is likely that in stormy wind conditions slates could become dislodged completely and slide off the roof onto the public right of way below". In addition, a significant dip/sag was noted in part of the roof. In view of the problem identified with the loose slates, the report suggested that some form of barrier be erected at ground level in order to protect the public.

- Stone chimney stack – repairs identified.
- East pitched roof – this was found to be in a slightly better condition than the west roof, but the loose slates fixing problem was still identified. However, any slates sliding off the roof would be caught on the adjoining flat roof and therefore would not present a hazard to the general public (unlike the west roof).
- Brick chimney stacks – both stacks were identified as being very unstable.
- Bell tower - the report states, "disappointingly this structure and lead work require urgent attention".
- Flat roof – the need for an intrusive survey to examine the substrate was identified and a lack of maintenance of the outlets.
- The report also identified issues with the stonework, however it was already known that work would need to be carried out to the external fabric before the end of the lease.

4.4 Following the receipt of the report certain actions took place. Firstly, a hoarding was established to the west elevation in order to protect the public. Secondly, the brick chimney stacks were lowered down to a safe height. Thirdly, the results of the survey were reported to the Resources Working Party on 26 August 2008. After consideration at the Policy and Resources Committee on the 2 October, on the 6 November 2008 it was agreed at Full Council to carry out the re-roofing and stonework works.

4.5 **Roof**

Works were advertised in the local press during late November /early December and tenders were returned by 23 January 2009. Two tenders were received.

- Alan Shaw Roofing in the sum of £78,131.33
- Geoff Neal Roofing Ltd in the sum of £100,547.00

These were reported to the Policy and Resources Committee meeting on 2 April 2009, where it was resolved (minute 396) that the Chief Executive be given delegated authority in consultation with the Chairman of the Policy and Resources Committee to accept:-

- (i) The tender of Alan Shaw Roofing of York in the sum of £79,531.33 for the re-roofing works to the former Town Hall, Malton and
- (ii) A suitable quotation for repairs to the exterior stonework.

4.6 **Stonework**

A conservation architect was engaged during late 2008 to schedule and prepare a suitable specification in order to enable quotations to be obtained for the stonework repairs. These works were estimated to be approximately £30,000 by the conservation architect. Prices were received just prior to the Policy and Resources meeting and varied from £84,600 to £128,433.80, these tenders had not been fully evaluated before the meeting. In view of the prices obtained the conservation

architect has been requested to re-assess the extent of work planned. The revised specification and plans have now been received.

4.7 **What had caused the delay?**

Following the Policy and Resources meeting on the 2 April 2009, the Chief Executive met with the Property Manager to review the files and papers for the contract for the roof repairs. At this time it came to light that there were some omissions in the completion of the tender documentation by the lowest tenderer which raised questions around whether the tender was valid and could be accepted. As a result of this further work was undertaken internally to establish whether this contract could be awarded.

Simultaneously the significant cost from the stonework had been evaluated. It was now clear that there was insufficient financial provision within the budget to award the two elements of the scheme. It had also been originally intended that some shared or concurrent use of scaffolding would be undertaken to reduce costs however the lowest tenderer for the roofing works had difficulties with this issue and therefore additional costs would need to be considered as the stonework contract was not ready to be let.

4.8 **When would the work be taking place?**

The intention is to re-tender the re-roofing works in early 2010, with a view to starting works on site in spring, which is the optimum time to undertake works of this nature. With regard to the stonework, clearly the first set of quotations are substantially outside the estimate suggested by the conservation architect. The architect has reviewed the scope of works originally proposed and these revised works will be tendered after the roofing tenders are known. On that basis and subject to the available budget, it is anticipated that the stonework repairs would follow on from the re-roofing works, probably during autumn 2010. It is still the intention to attempt to minimise costs by considering the shared use of scaffolding for the two pieces of work.

4.9 **What are the financial impacts?**

The original budget for the works was £145,000 and expenditure to date has generally been on fees and services. The on-going costs are for the hoarding, which is approximately £122 per month. Current capital expenditure to date is:

- Fees – roof - £2,401.72
- Fees - Stonework - £2,432.00
- RDC fees - £1,837.00
- Advertising - £600.00

Total - £7,270.72

The original tender for the roof repairs had a ninety-day currency, which lapsed on the 26 May 2008. The anticipated construction period was ten weeks. An amount of expenditure has been incurred to date and neither the roof nor the stonework has been completed. There is also the issue of the on-going costs of the hoarding. It is possible that the cost of re roofing may have increased, however it is hoped that more competition can be brought in to the process, as only 2 out of 6 firms invited to quote actually submitted a tender previously, which in itself is unusual.

- 4.10 Should additional funding be required this will be considered by Members in good time ahead of the scheduled works.

5.0 IMPLICATIONS

5.1 The following implications have been identified:

- a) Financial
There is a figure of £145,000 included within the Council's Capital programme for this project. To date under £7,500 has been spent.
- b) Legal
Landlords permission will be required for the work. So far the Estate have agreed, in principle, to the re-roofing work.
It is intended that these works will be subject to a JCT Standard Form of Contract.
- c) Other (Equalities, Staffing, Planning, Health & Safety, Environmental, Crime & Disorder).
No significant issues arise other than those highlighted in the report.

Paul Cresswell
Corporate Director (s151)

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Background Papers:
Policy & Resources Committee – 2 April 2009

Background Papers are available for inspection at:
Ryedale House, Malton

INFORMATION ITEM



Report from the Joint District/County Council Scrutiny Members' Workshop held on Tuesday 10 November 2009 at County Hall, Northallerton

1. Focus of the workshop

This workshop focussed on evaluating scrutiny of partnership working; considering areas for improvement; identifying gap areas for scrutiny; and discussing how priority areas for scrutiny can best be addressed in the future.

The workshop was chaired by Cllr Paul Richardson, Chair of the Scrutiny Board at North Yorkshire County Council. 20 Members attended the workshop and groups were mixed so that several different District and County members were represented in each group. Scrutiny officers from Richmondshire District Council, Selby District Council and North Yorkshire County Council facilitated the workshop.

The workshop was split into 3 sessions and a summary of the outcomes for each session is given below.

2. Session 1: Evaluating scrutiny of partnership working

a) What examples have there been of effective scrutiny of partnership working over the past 18 months? Why were these successful?

- Scrutiny of diabetes services (Scarborough) – involved PCT, local diabetes groups, schools
- Flooding Joint Review
- Health scrutiny
- Maternity services
- Dentistry
- Teenage pregnancy (Selby) – the NYCC review was used as a starting point for the District council's review, and the recommendations went to the PCT.
- Shelters in the Borough's parks (Scarborough) – questioned the Civic Society
- Scrutiny of bus services and broadband provision – meet regularly with partners to build up a rapport

b) How could scrutiny of partnership working be improved?

- Sharing information on reviews
- Scrutiny Chairs and Vice Chairs meeting quarterly
- Monitoring is very important
- Consider who do the recommendations need to go to?
- Communication with partners - Do they know they have a duty to co-operate?
- Meet partners on their own patch.
- Less duplication of work between districts and county/district
- Share information about work
- When scrutinising own operations, look at good practice in other North Yorkshire councils
- Strategic partnerships – how do we scrutinise and monitor?
- Joint working with other local authorities outside North Yorkshire
- Use health scrutiny as a model
- Ensure all districts are involved from Day One including officer input – ensure involvement in draft report
- Ensure in joint reviews early involvement from all partners
- Get everyone around the table early in the process
- Scrutiny to ‘go through the right process’
- Sell scrutiny as ‘critical friend’
- Consider what can you do when partners don’t want to get involved?
- Raise the profile of scrutiny
- Think about the mechanics of organising meetings
- Stumbling blocks – each have own agenda – however, if participative, should feel confident to express views and how they fit together
- Tourism – joint approach possible
- When starting review, contact other authorities to share info
- Action point – Scrutiny Officers Network to share ‘scrutiny review list’
- Look at setting up a central point of information for scrutiny, possibly website page
- Make sure that joint work is reflecting relevant authorities – can be districts working with districts
- Circulate final reports between councils
- Information from scrutiny reviews is relevant for more than own Executive/Cabinet – also important for partners

3. Sessions 2 and 3: Identifying the gaps in scrutiny and priority areas for potential future scrutiny

As a whole group, Members considered how the gap areas that are priorities for scrutiny should be most effectively scrutinised. The table below lists the suggestions that were made.

Priority area for scrutiny	What is the issue?	Group's suggestion for how this could be scrutinised
Concessionary fares	How does the partnership work and what are the issues of the scheme for each district around the county?	Districts and County Council to possibly take the lead
Rural services	Accessibility, availability and cost of provision	Districts and County
Park and Ride Schemes		Scarborough BC to share their findings so that other Districts can learn lessons from their experience
Regional government	Effectiveness/efficiency of evolving local and regional structures within Yorkshire & Humber. How does North Yorkshire punch its weight at regional level?	Leave this issue until after general election in 2010 due to possible changing structures
Affordable housing	<ul style="list-style-type: none"> ▪ Availability of land for building ▪ Second homes escalate house prices ▪ Parish Housing Trusts and Registered Social Landlords 	Richmondshire DC and Harrogate BC to take the lead and share scoping with other Districts
Alcohol harm reduction strategy/night time economy	How effectively is the Strategy being implemented?	Harrogate BC to take the lead
Disabled housing budget		Craven DC to take the lead
Tourism	Effects of the economic downturn – e.g. shop fronts	County Council to take the lead

Recycling	Learning lessons on best practice from other parts of the county, to achieve a more consistent and joined-up service	County Council to take the lead
Youth involvement in politics and scrutiny		County Council to take the lead
Elderly care		County Council to take the lead
Youth services		County Council to take the lead
Sustainability in the Local Transport Plan	Increasing cycle networks	County and Districts – better communication on work relating to LTP
Young people not in education, employment or training (NEETs)	NYCC review has begun Need to consider impact on leisure services	County Council to take the lead and involve Districts re. cost
Allotments	Possibilities for compulsory purchase/ lease	Scarborough BC to share findings County to lead on compulsory purchase/lease
Information-sharing on scrutiny reviews and outcomes	List all reviews on NYCC website with links to DC websites	County Council to take the lead

4. Follow-up actions from the workshop

It was agreed that the outcome of the discussions would be summarised in a report and sent to all participants and scrutiny contacts at each council.

It would then be for the appropriate scrutiny committee at each council to consider how to action the priority areas for scrutiny that had been identified in the table above, bearing in mind the constraints of existing scrutiny work programmes and resources.

The County Council would consider the report at its Scrutiny Board meeting on 2nd December.

Agenda Item 9

INFORMATION ITEM Current Scrutiny Reviews as at October 2009

AUTHORITY	REVIEW
CRAVEN	Housing Strategy Cultural services Car parking in Skipton (consideration of consultants report)
HARROGATE	Alcohol related hospital admissions (specific to Harrogate and probably focussed on under 18 yrs of age) Car parking
HAMBLETON	<ul style="list-style-type: none"> • Capital Programme • Customer Satisfaction • Transport
NORTH YORKSHIRE	<ul style="list-style-type: none"> • Communication with Parish Councils • Young people not in education employment or training • Creating habitats for bio diversity • Contributing to the NHS NY & Y stroke strategy • Speed management outside schools • Comprehensive Area Assessment • Valuing Employment Now: Real Jobs For People With Learning Disabilities • Supporting People with a disability in communities • Participatory Budgeting
RICHMONDSHIRE	Access to hospital via Public Transport. Leisure provision for the over 50's Lettings policy (within connection points) Tenancy agreements
SCARBOROUGH	Diabetes National Service Framework Sickness absence Taxi rank facilities
SELBY	Carbon footprint

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REPORT TO:	OVERVIEW AND SCRUTINY COMMITTEE
DATE:	10 DECEMBER 2009
REPORT OF THE:	AUDIT MANAGER (NYAP) JOHN BARNETT
TITLE OF REPORT:	ANNUAL REVIEW OF THE RISK MANAGEMENT STRATEGY
WARDS AFFECTED:	ALL

EXECUTIVE SUMMARY

1.0 PURPOSE OF REPORT

- 1.1 To present the revised Risk Management Strategy to Members for consideration and approval.

2.0 RECOMMENDATION

- 2.1 It is recommended that Members approve the revised Risk Management Strategy.

3.0 REASONS FOR RECOMMENDATION

- 3.1 Risk identification and management is an integral element of organisational management to secure the achievement of the Council's corporate objectives. Risk Management should also form a key part of any budget making decisions.

4.0 SIGNIFICANT RISKS

- 4.1 This report directly links into the process behind risk management and is intended to provide Members with a full understanding of how the Council deals with the risks it is facing.

REPORT

5.0 BACKGROUND AND INTRODUCTION

- 5.1 The Risk Management Strategy was last approved by Members in December 2008.

- 5.2 The primary objectives of the strategy are to:-
- Further develop risk management and raise its profile across the Council.

- Integrate risk management further into the organisational culture service planning and performance aspects of the organisation.
- Further embed risk management through the ownership and management of risk as part of all decision-making processes, both at officer and member level.
- Manage risk in accordance with best practice.
- Create effective processes that will allow the council to produce risk management assurance statements annually.

6.0 POLICY CONTEXT

- 6.1 New performance framework including CAA.
Annual Governance.
Council Plan.

7.0 CONSULTATION

- 7.1 The Risk Management Strategy is developed and managed by the Council's Senior Management Team. All service areas are therefore involved in its development through the service planning cycle.

8.0 REPORT DETAILS

- 8.1 Annex A outlines the revisions to the Risk Management Strategy. The changes are shown in *italics*.

9.0 IMPLICATIONS

- 9.1 The implications of not managing the Council's risk are detailed in the strategy attached.

Audit Manager John Barnett

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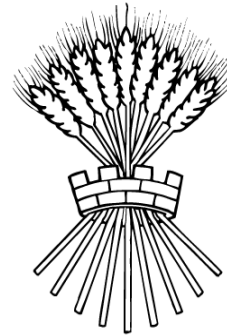
Background Papers:

The Risk Management Strategy 2008 and the Corporate and Service Risk Registers.

Background Papers are available for inspection at:

All available through NYAP and Covalent.

RYEDALE
DISTRICT
COUNCIL



RISK MANAGEMENT
STRATEGY

2007 – 2010

Revised November 2009

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1. Introduction

This document sets out a strategy for implementing and embedding risk management within Ryedale District Council.

To ensure that the strategy remains focused and in keeping with the overall aims and objectives of the Council there is a need to review it on an annual basis. As such this document has been reviewed in *November 2009*.

Sound risk management, if embedded, will achieve many benefits for the Council. These include assisting in setting priorities (focusing on key risks), service planning and demonstrating to stakeholders and inspectors that the Council is continuously improving by managing areas of key concern, both at corporate and service-based levels. It should also be employed in the management of partnerships and projects.

The challenge is to implement risk management without significantly increasing workloads. This is achieved by making risk management part of existing processes rather than treating it as a separate function.

The objectives of the strategy are to:-

- Further develop risk management and raise its profile across the Council;
- Integrate risk management further into the organisational culture, service planning and performance aspects of the organisation;
- Embed risk management through the ownership and management of risk as part of all decision-making processes, both at officer and member level.
- Manage risk in accordance with best practice;
- Create effective processes that will allow the council to produce risk management assurance statements annually.

This strategy demonstrates how Ryedale District Council is meeting its responsibility to manage risks using a structured and focused approach.

2. Risk Management Philosophy

The Risk Management Philosophy of the Council is to adopt processes which will identify measures and either eliminates or controls risks that the Council is exposed to.

It is acknowledged that not all risks will be identified nor eliminated, particularly those of a minor nature. However, all employees should understand the nature of principal risks in their business area.

The Risk Management objectives of the Council are;-

- *To integrate risk management into the day to day activities of the Council;*
- *To identify and measure risks associated with business decisions;*
- *To eliminated or control risks associated with business decisions;*
- *To review risks in response to changes in the internal and external environment of the Council;*
- *To raise awareness of risk management within the organisation.*

The objectives will be achieved by:-

- *Maintaining an up to date Risk Strategy and Internal Audit (North Yorkshire Audit Partnership – NYAP) providing practical guidance to staff and Members;*
- *Including risk management issues within Service Delivery Plans;*
- *Including risk management assessments in Committee reports;*
- *Including risk management within financial procedure rules;*
- *Allocating specific responsibilities for risk to officers throughout the organisation;*
- *Appointing a Member Risk Champion;*
- *Requiring Internal Audit (NYAP) to include a review of risk management arrangements as part of the review of internal controls;*
- *Providing an annual report to Overview and Scrutiny reviewing the risk management process;*
- *Maintaining contingency plans in areas where there is potential for risk to the Council's business capability;*

- *Providing risk management awareness training, as appropriate;*
- *Including a statement on risk management in the Annual Governance Statement which forms part of the Statement of Accounts of the Council;*
- *The Overview and Scrutiny committee challenging the progress being made on the action plans relating to the Corporate Risk Register.*

3. What is Risk Management?

Risk Management can be defined as:

“Risk is the threat that an event or action will adversely affect an organisation’s ability to achieve its objectives and to successfully execute its strategies. Risk management is the process by which risks are identified, evaluated and controlled”

Risk management is a strategic tool and is an essential part of effective and efficient management and planning. As a strategic tool, risk management identifies those issues that will act as a barrier to Ryedale District Council achieving its objectives. Appendix 1 to this document sets out the main areas of risk for Local Authorities.

The Council’s approach is to be **risk aware** rather than **risk averse** and to manage risk rather than to seek to eliminate it in all cases.

There are two types of risks:-

- **direct threats** (damaging events) which could lead to a failure to achieve objectives.
- **opportunities** (constructive events) which if exploited could offer an improved way of achieving objectives, but which are surrounded by threats.

The Strategy has critical links to the following areas:-

- Our Medium Term Objectives.
- Our Corporate Governance Arrangements.
- Our Community Focus.
- Our Organisational Structures and Processes.
- Our Standards of Conduct.
- Our Service delivery arrangements.
- Our Medium Term Strategy.
- Our Annual Governance Statement (AGS).

4. Why do we need a Risk Management Strategy?

There are three main reasons why risk management is undertaken and a strategy is put in place to ensure that it is embedded within the Council's decision-making framework:-

- Risk management is about identifying those issues that will prevent Ryedale District Council from being successful in achieving its corporate and service-based objectives, as well as successful involvement in partnerships and projects. If these issues are successfully managed then Ryedale District Council is more likely to achieve its objectives. Risk Management is good management and should be incorporated in all decision-making of the Authority. Risk management is also about identifying risk-based opportunities.
- Corporate risk management is an integral requirement of the Comprehensive Area Assessment as such is an important element in demonstrating continuous improvement.
- Finally risk management is also an essential part of the Annual Governance Statement (AGS), which the Council has to produce annually. The AGS comments on the Council's position in relation to risk management, corporate governance and internal control. The strategy underpins the approach to risk management at Ryedale.

5. What are the benefits of risk management?

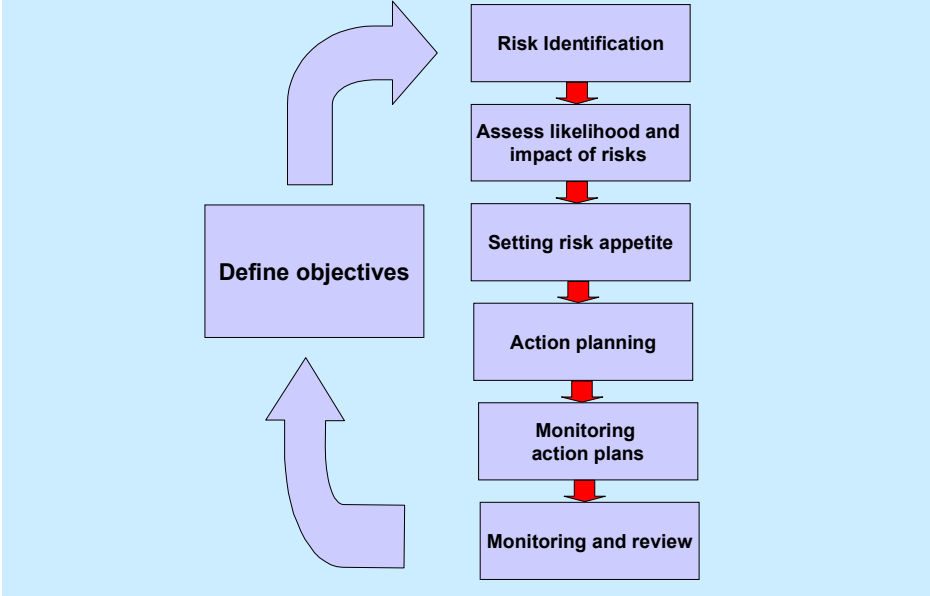
- Increases likelihood of achieving objectives by identifying the barriers to achievement - improved strategic management.
- Become less risk averse in innovation (because you understand) and hence more innovative.
- Improve business planning through a risk based decision making process.
- Improved operational management.
- Improved financial management.
- Improved customer service.
- Enhance performance - feeds into performance management framework.
- Focus on doing what matters to make a difference. Demonstrable improvement.
- Better governance - and demonstration of it to stakeholders

6. What is the Risk Management Process?

Implementing the strategy involves identifying, analysing, managing and monitoring risks. Risk management is a **continuous** process, which involves continual **identification, assessment and management** of the risks faced by the Council. Appendix 2 to this document details the process.

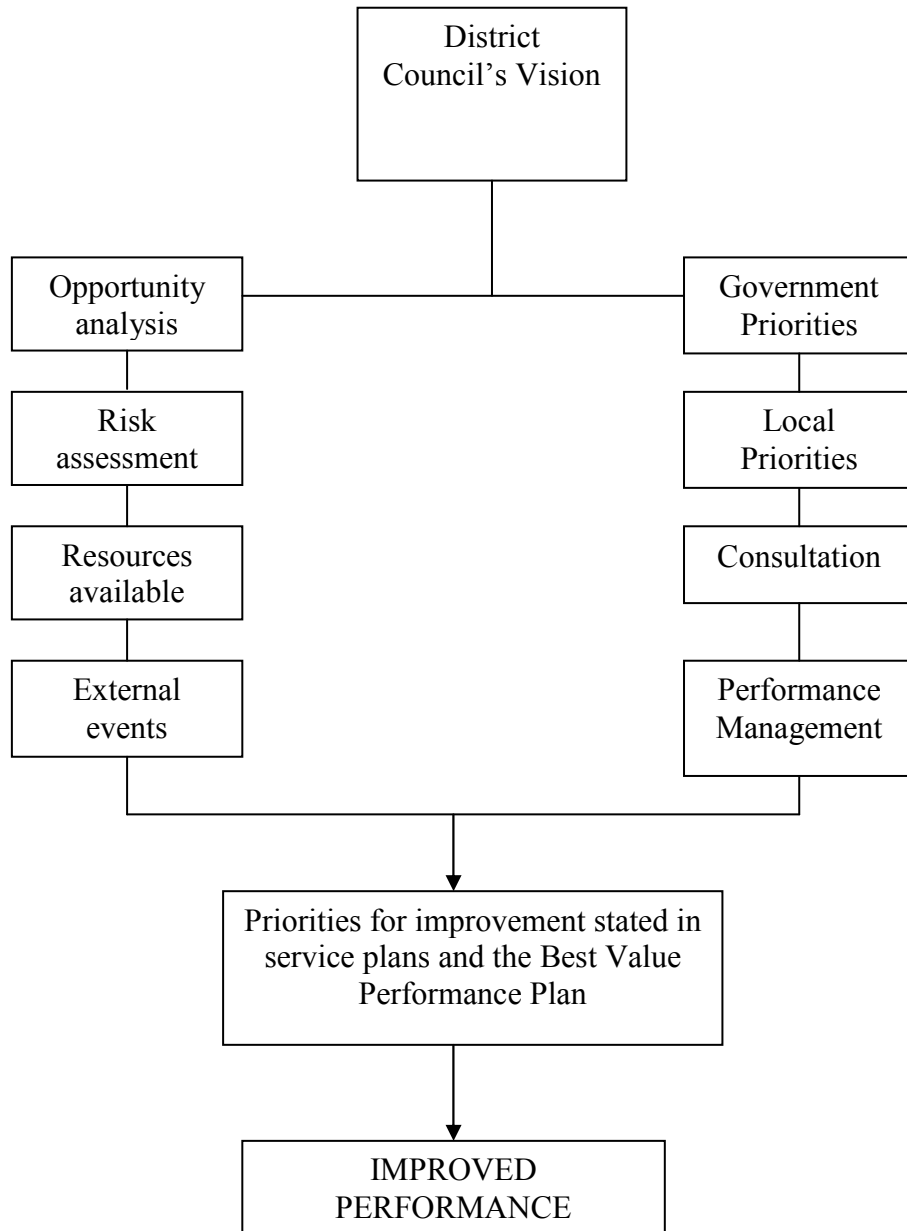
Figure 1: The Risk Management Process

RISK MANAGEMENT PROCESS



The information resulting from the risk management process acts as one of eight key pieces of information that feed into the priorities of the Council.

Figure 2: Risk Management linking into priority setting



7. Strategy for Ryedale District Council

The success of risk management depends on how well it links into existing processes.

This strategy recognises the three main types of risk management undertaken within local government, namely:-

- Corporate Risk Management: those items that have major consequences for the Council in achieving its overall goals.
- Service-Based Risk Management: those risks which impact on delivery of services including welfare issues, health and safety, asset management issues etc.
- Partnership and Project-Based Risk Management: those risks that impact on the delivery of partnerships, projects and major items of change management.

A number of issues have been borne in mind when setting this strategy:-

- The relative size of the authority.
- The current planning process/performance frameworks that have already been adopted.
- The need to ensure integration between service-based risk management and corporate risk management.

8. Partnership Working

The Council recognises both the benefits and the risks of partnership/joint working. It seeks to manage these risks through agreeing partnership objectives, procurement arrangements, contracts and other agreements that identify and allocate risks to the relevant partners. To minimise the likelihood and impact of a significant failure in its partnerships, the Council encourages its partners to demonstrate that they have effective risk management arrangements in place and to disclose those arrangements when entering into partnership.

9. Annual review of Risk Management Strategy

Senior Management team (SMT) will annually review the Council's Risk Management Strategy in light of changing legislation, government initiatives, best practice and experience gained within the Council in adopting the strategy. Any amendments will be recommended by *SMT* for approval by Members.

Categories of Risk

Appendix 1

Risk	Definition	Examples
Political	Associated with the failure to deliver either local or central government policy or meet the local administration's manifest commitment	New political arrangements, Political personalities, Political make-up
Economic	Affecting the ability of the council to meet its financial commitments. These include internal budgetary pressures, the failure to purchase adequate insurance cover, external macro level economic changes or consequences proposed investment decisions	Cost of living, changes in interest rates, inflation, poverty indicators
Social	Relating to the effects of changes in demographic, residential or socio-economic trends on the council's ability to meet its objectives	Staff levels from available workforce, ageing population, health statistics
Technological	Associated with the capacity of the Council to deal with the pace/scale of technological change, or its ability to use technology to address changing demands. They may also include the consequences of internal technological failures.	E-Gov. agenda, IT infrastructure, Staff/client needs, security standards
Legislative	Associated with current or potential changes in national or European law	Human rights, TUPE regulations etc
Environmental	Relating to the environmental consequences of progressing the council's strategic objectives	Land use, recycling, pollution
Professional/ Managerial	Associated with the particular nature of each profession, internal protocols and managerial abilities	Staff restructure, key personalities, internal capacity
Financial	Associated with financial planning and control	Budgeting, level of council tax & reserves
Legal	Related to possible breaches of legislation	Client brings legal challenge
Physical	Related to fire, security, accident prevention and health and safety	Office issues, stress, equipment use etc
Partnership/ Contractual	Associated with failure of contractors and partnership arrangements to deliver services or products to the agreed cost and specification	Contractor fails to deliver, partnership agencies do not have common goals
Competitive	Affecting the competitiveness of the service (in terms of cost or quality) and/or its ability to deliver best value	Position in league tables, accreditation
Customer/ Citizen	Associated with failure to meet the current and changing needs and expectations of customers and citizens	Managing expectations, extent of consultation

Implementing the strategy involves identifying, analysing, managing and monitoring risks.

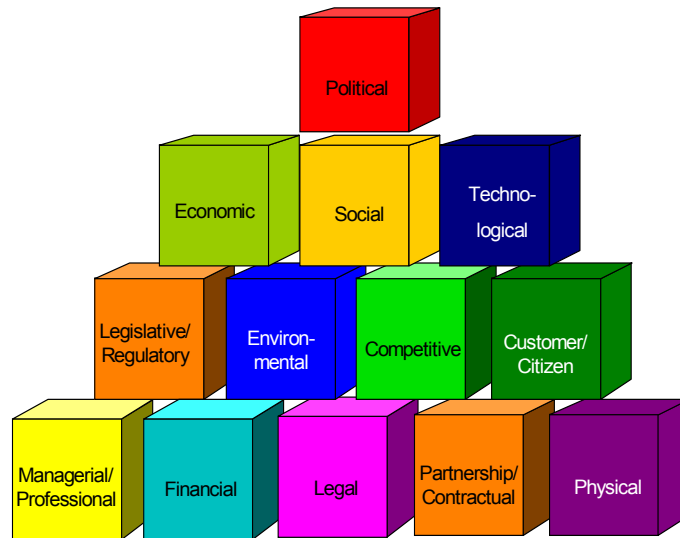
Stage 1 – Identification, analysis, profiling and prioritisation of risks

Identifying the risks

There are different methods to identify risks. Workshops should be held by *SMT* and within service units encouraging officers to share their concerns, problems and potential risks that they foresee.

It is also recommended that a review of published information such as service plans, strategies, financial accounts, media mentions, inspectorate and audit reports are a useful source of information.

When identifying risks it is suggested that the following categories of possible risk areas be used. They will act as a prompt and as a trigger for officers involved in the process. They will ensure that a holistic approach to risk identification is taken and that the risk process does not just concentrate on operational, financial or legal risks. Examples of risks from each category can be found in Appendix 1.

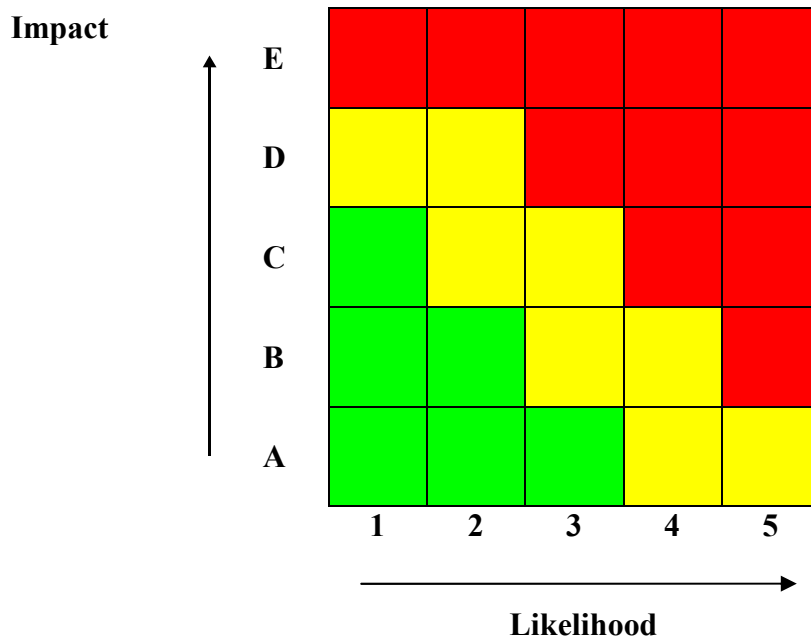


Analysis, Risk Profiling and prioritisation

Following identification, the risks will need to be entered into the Risk Register and then evaluated. The management will look at the risks identified and decide their ranking according to the likelihood of the risk occurring and its impact, if it did occur. A matrix is used to plot the risks and once completed this risk profile clearly illustrates the priority of each scenario.

Although the risk profile produces a priority for addressing each risk determining the group's appetite for risk can enhance this. All risks above the appetite cannot be tolerated and must be managed down, transferred or avoided. The appetite for risk will be determined by management.

The risk profile used by Ryedale and key is shown below:-



Score	Likelihood	Score	Impact
1	Very Low	A	Low
2	Not Likely	B	Minor
3	Likely	C	Medium
4	Very Likely	D	Major
5	Almost Certain	E	Disaster

The process has been developed further to allow integration into the *Covalent Software Risk Module* package. The software was chosen as it is already used by the Performance Team to record and monitor performance data and engender greater linkages between the disciplines of risk and performance management. To satisfy this migration to the new software there has been a need to revise the risk appetite so that risks are now categorised as high, medium and low whereby risks falling within the medium and high categories require mitigating action. The appetite and scoring are shown in the table above.

When prioritising risks those located in the top, right hand side box are the first priority or the most important risks to be managed. The risk scores can then guide the next level of priorities.

Stage 2 - Action Planning

The potential for controlling the risks identified will be addressed through the management action plans. Most risks are capable of being managed – either through mitigation planning (managing down the likelihood), contingency planning (managing the impact) or a mixture of both. Relatively few risks have to be avoided or transferred, although there will be a greater tendency to transfer (insure) risks that have a high impact, but a low likelihood. Action plans will also identify the resources required to deliver the improvements, key dates and deadlines and critical success factors/KPIs.

These plans should not be seen as a separate initiative but should be incorporated into the business planning process and included and linked to service delivery plans.

	Elected Members	Senior Management Team	Officer Risk Champion/Int Audit	Support Services (HR, Legal etc)	Heads of Service	Ryedale District Council Partners
Framework, Strategy and Process	Agreeing the framework, strategy and process determined by officers	Approving the framework, strategy and process	Produce and coordinate the framework, strategy and process	Providing advice and support	Supporting the framework, strategy and process	
Identifying, Analysing and Profiling Risk	Ensuring Risk Identification etc considered as part of service Planning Framework	Identifying, Analysing and Profiling strategic and cross-cutting risks	Providing advice, support and training	Providing advice and support	Identifying, analysing and profiling strategic and service risks – update risk register – link to service planning process	Identifying and maintaining awareness of risks (Fed into the formal Ryedale RM process)
Determining Action on Risk		Determining action on strategic and cross-cutting risks Delegating responsibility for control	Providing advice, support and training	Providing advice and support	Determining action on strategic and service risks Delegating responsibility for control	

	Elected Members	Corporate Management Team	Officer Risk Champion/Int Audit	Support Services (HR, Legal etc)	Heads of Service	Ryedale District Council Partners
Controlling Risk			Providing advice, support and training	Providing advice and support		Controlling partnership risks
Monitoring and reporting on progress	Reviewing the effectiveness of the risk management process	Monitoring progress on managing strategic and cross-cutting risks and reviewing the implementation of the risk management framework, strategy and process Reporting to elected Members	Co-coordinating the results for reporting to the Corporate Management Team and elected Members	Providing advice and support	Monitoring progress on managing strategic and service risks Reporting to the departmental management team	Monitoring progress on partnership risks (advise appropriate persons to ensure this is captured in Ryedale's RM process)
Reporting to external stakeholders on risk	Reporting to external stakeholders on the framework, strategy, process and effectiveness	Reporting to external stakeholders on the framework, strategy, process and effectiveness	Preparing draft reports for the Corporate Management Team and elected Members to issue			

Elected Members

Members have the role of overseeing the effective management of risk by officers. In effect this means that they will agree the Strategy, framework and process put forward by officers – as well as the priorities for action. They will also review the effectiveness of risk management.

They may also be involved in providing reports to stakeholders on the effectiveness of the risk management framework, Strategy and process.

Members are ultimately responsible for risk management because the risks threaten the achievement of policy objectives.

Senior Management Team

Corporate Management Team are pivotal to the Risk Management process as they set the risk appetite for the organization through the projects, initiatives and cross cutting activities that they endorse and champion.

Officer Risk Champion/Internal Audit

The Officer Risk Champion is responsible for the implementation of the integrated framework, Strategy and process on behalf of the Council and its Corporate Management Team. The champion is essentially fulfilling a controlling and facilitation role – to ensure the processes are implemented and to offer guidance and advice.

Supporting Services

Other support functions, e.g. finance, human resources, health and safety, legal, IT, will also have a role in providing support and advice.

Heads of Service

Heads of Service are responsible for managing their Service Risks and ensuring that risk activity and targets are achieved and updated on a timely basis.

Partners

Ryedale District Council works with a wide range of partners in delivering its services. It is important that those partners are brought into the risk management framework. At times it will be appropriate for partnerships / shared services to be undertaken, however, it is essential that accountabilities are adequately determined and that Ryedale District Council does not overlook any risks that may fall on it arising from its part in a joint venture. Even where there is transfer of operational risks, for example under a PFI, there will undoubtedly be some residual risks falling on the authority. It is **not** possible to outsource the risk management process.

Internal Audit (NYAP)

The Internal Audit team from another partner Council provides independent assurance on the effectiveness of controls within the Council. In order to do this, the annual audit plan is designed to review key risks, as identified within the corporate risk register.

Internal Audit supported the embedding of the risk management process, and now provides evaluation of the risk management process and works with management to monitor actions against identified risks. Internal Audit also utilises the risk register for monitoring management agreed actions from audit reports.

As part of the production and presentation of the annual Head of Internal Audit Opinion to the Overview and Scrutiny committee, Internal Audit comments on the appropriateness of the risk management process within the Council; as well as identifying areas of low assurance and associated actions required.

The Importance of an Integrated Approach

In essence, the framework detailed above should provide a consistent, integrated top-down meets bottom-up approach to risk management – embedding it into Strategy and operations Risk Management must continue to be integrated and play a key role in the decision making process in the future.



REPORT TO:	OVERVIEW AND SCRUTINY COMMITTEE
DATE:	10 DECEMBER 2009
REPORT OF THE:	CORPORATE DIRECTOR (s151) PAUL CRESSWELL
TITLE OF REPORT:	INTERNAL AUDIT QUARTER 2+ REPORT
WARDS AFFECTED:	ALL

EXECUTIVE SUMMARY

1.0 PURPOSE OF REPORT

1.1 This report presents the Interim Internal Audit Report covering the period to 30 November 2009 from the North Yorkshire Audit Partnership.

2.0 RECOMMENDATIONS

2.1 It is recommended that that this Interim Internal Audit Report which outlines progress against the approved internal audit plan be noted.

3.0 REASON FOR RECOMMENDATION

3.1 The Cipfa Code of Practice for Internal Audit in Local Government identifies that the shared interests of the audit committee and internal audit require an effective working relationship. Part of that is the approval of, and monitoring of progress against, the internal audit strategy and plan.

4.0 SIGNIFICANT RISKS

4.1 There are no significant risks.

REPORT

5.0 BACKGROUND AND INTRODUCTION

5.1 The Accounts and Audit Regulations 2003 require, inter alia, all Councils to annually review their systems of internal control and to provide an adequate and effective Internal Audit function.

5.2 This report presents the Interim Internal Audit Report from the North Yorkshire Audit Partnership, which is attached as Annex A. That report summarises the work done by Internal Audit in 2009/10 covering the year to 30 November 2009.

5.3 This report highlights issues that the audits have identified and provides a summary of these. It also outlines any issues emerging from the audits of the principal financial systems of the Council, together with any significant comments from other audits completed during the year to date.

5.4 The Audit Partnership provides the Council in its report with a clear statement of assurance reflecting its opinion of the Internal Control Framework. This is based upon the audits completed complemented by its existing knowledge and understanding of the control framework.

6.0 POLICY CONTEXT

6.1 This report supports the Council's Corporate Strategic Objective of providing strong Community Leadership, by demonstrating a commitment to local democracy and accountability.

7.0 CONSULTATION

7.1 No external consultation has been undertaken. The Audit Partnership liaises with the Corporate Director (s151) in his specific role as the responsible financial officer. In addition it undertakes an annual consultation with Heads of Service.

8.0 REPORT DETAILS

8.1 The interim report detailed in appendix A, provides an assurance statement for the financial systems of the Council, based on the work undertaken to date, and past experience. It is not a 'carte blanche' but a balanced judgement.

8.2 The appendix to that Partnership report provides a brief synopsis of the issues arising at each of the audits completed in the period. This allows the committee to be aware of control issues that have been identified, and enables the committee to request specific discussions with line management about the matters raised.

8.3 The facility for members to require managers to attend and discuss with the committee the results of the audit on their service area and its recommendations does significantly support the effective working relationship between the committee and internal audit.

8.4 If exercised pragmatically it should improve the responses of service managers to audit reports and recommendations, and also encourage them to challenge audit findings, which improves the quality of the audit process.

8.5 This allows the pendulum to come full circle bringing internal audit, its clients, and the Overview & Scrutiny Committee (audit) closer together in a virtuous circle.

8.6 This routine reporting to the committee forms an important part of the overall control framework, and the audit committee's role is also seen as an integral component in the Use of Resources assessment that the Audit Commission follow as part of the CAA process.

9.0 IMPLICATIONS

9.1 The following implications have been identified:

a) Financial

There are no financial implications, beyond the existing budget for Internal Audit.

- b) Legal
None directly, though individual audit reports may have implications
- c) Other (Equalities, Staffing, Planning, Health & Safety, Environmental, Crime & Disorder)
None directly, though individual audit reports may have implications

Paul Cresswell
Corporate Director (s151)

Author: James Ingham, Head of North Yorkshire Audit Partnership
Telephone No: 01723 232364
E-Mail Address: James.Ingham@Ryedale.gov.uk
James.Ingham@Scarborough.gov.uk

Background Papers:
None

Background Papers are available for inspection at:

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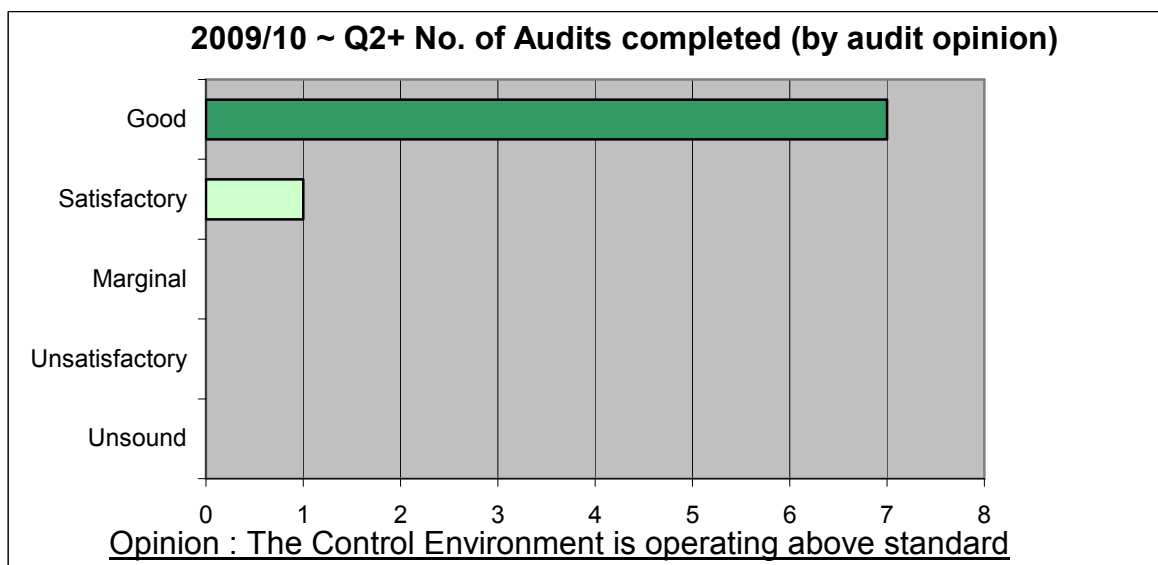


Independent Assurance

Internal Audit 2009/10 Q2+ report



Ryedale DC December 2009



Head of Partnership: James Ingham CPFA

Audit Manager : Mike Winspear; John Barnett

Circulation list: Members Overview & Scrutiny Committee
Chief Executive
S151 Officer

Summary

1.0 Introduction

- 1.1 Internal Audit is a mandatory requirement for all councils, (Accounts & Audit regulations). The Council meets that requirement by an Internal Audit service provided through the North Yorkshire Audit Partnership.
- 1.2 The Partnership provides the service and works to the Cipfa Code of Practice for Internal Audit in Local Government. The council's external auditors undertake a tri-ennial review of the Partnership (due 2009/10), which adds to the Accounts & Audit regulation requirement that the council undertakes an annual review of the effectiveness of the system of Internal Audit. The results of both reviews are presented to the Overview and Scrutiny Committee (in its audit committee role) of the Council.
- 1.3 Internal audit providers in Local Government have an obligation to produce an Annual Internal Audit Report. The Partnership considers that it is important for the panel to receive regular interim reports of audits completed, and this report follows the style of the annual report.
- 1.4 This is an important document in many ways and brings together the following in one consolidated report.
 - ◆ A clear statement of assurance by the North Yorkshire Audit Partnership regarding the adequacy and effectiveness of the internal control environment.
 - ◆ The key issues and themes arising out of the internal audit activity that has been undertaken during 2009/2010, encompassing systems audit work and any specialist reviews.
 - ◆ A summary of the opinions and key issues for the audits completed.
- 1.5 This interim report is, however, more than the sum of these parts; taken as a whole it is an important contribution to the Council reaching an understanding of what risks exist and how well they are being managed.
- 1.6 The presence of an effective internal audit function contributes significantly to the strong counter-fraud and corruption culture that exists in the council.
- 1.7 During 2009/10 only three special investigations have been required to date, of which one was to support the Council Solicitor in his role as standard officer for the parishes, suggesting that the present internal control framework is effective.
- 1.8 The internal audit team are closely involved with governance matters, and take an active part in the Council's preparation for the CAA and are directly involved with the preparation and drafting of the Council's Annual Governance Statement.

2.0 Planned Audit work 2009/10

- 2.1 The agreed number of days in the plan for internal audit was 265. The plan itself was derived from the Partnership's risk model, devised to target resources to those areas that are considered to be of the greatest risk.
- 2.2 It is, however, tempered by a number of factors; the most significant of these being the expectation of the external auditors that internal audit undertake work on the material (significant) systems of the council on an annual basis. The volume of time required is largely constant, so the balance is used for locally directed and determined audit assignments.
- 2.3 We note that the council is planning to award its Housing Benefit Fraud work to Veritau, for a fixed period, and we will work closely with the company in this particular area.
- 2.4 The plan also includes a provision for specialist audit work including ICT audit, and work around the partnership governance area. Finally it also includes an amount of time to meet Client support requirements, including attending audit committee, and ad-hoc or special investigations.

2.5 The report also contains a table which shows the schedule of planned audit work, and the audit opinion associated with those audits completed.

3.0 Matters of significance from the work completed in the year

3.1 The areas that were especially pleasing to report are as follows: -

👍 The majority of audits returned a ‘good’ opinion.

3.2 The only area that generated concern were as follows: -

👎 Controls could have been better with mobile telephony, but there was no evidence of either control failure or misuse. The Partnership will be following up areas of concern later in 2009/10.

4.0 Audit Opinion and Assurance Statement

4.1 We have conducted our audits both in accordance with mandatory standards and good practice contained within the CIPFA Code of Practice for Internal Audit in Local Government.

4.2 The CIPFA Code defines Internal Audit as an assurance function providing an independent opinion on the Internal Control Environment, comprising Risk Management, Governance and Internal Control. Accordingly we have structured our opinion around those three themes.

4.3 For 2009/2010, the internal audit opinion is derived from work completed as part of the agreed internal audit plan, which includes compliance with the managed audit. This is work done as part of the joint protocol between the Council’s internal and external auditors who themselves are required to give an opinion on the Council’s accounts. It is accepted that Internal Audit has an established position of independence within the Council more especially with the specific arrangements that exist with the North Yorkshire Audit Partnership. It has experience in control and assurance matters generally.

4.4 On balance, based upon the audit work done, together with the pre-existing cumulative audit knowledge and experience of other areas not subject to audit this year our overall audit opinion is that the Internal Control Environment for the Council is “operating above standard”.

The Assurance:	
Risk Management	The Council has embedded Risk Management within the organisation. The use of performance management software has enhanced this position and has provided a basis for future improvement.
Governance	Our work this year to date leads us to the overall opinion that the Corporate Governance arrangements are sound.
Internal Control [Financial systems, etc.]	Our overall opinion is that the internal controls within the financial systems in operation in the year to date are fundamentally sound. (100% of audits completed had a ‘good’ or ‘satisfactory’ audit opinion. This is based upon our examination of the key financial systems as part of the managed audit approach, and the other financial systems that were actually audited. On that basis and our previous experience and knowledge there is no reason to believe that the systems are other than sound.

Table of 2009/10 audit assignments completed

Audit	Status
<u>2009/10 ~ Material Systems (External Audit definition)</u>	
Council Tax	Scheduled ~ Q3
Creditors + e-procure/purchase cards	Scheduled ~ Q3
Debtors	Scheduled ~ Q3
Income System	Scheduled ~ Q2 ~ Commenced
NNDR	Scheduled ~ Q4
G. Ledger + Bank Reconciliation's	Scheduled ~ Q4
Housing Benefits	Scheduled ~ Q3
Payroll	Scheduled ~ Q4
Treasury Mgt	Scheduled ~ Q3
Asset Management (Capital Accounting)	Scheduled ~ Q4
<u>2009/10 Audit plan work</u>	
<u>Head of Environmental Services</u>	
<i>Health & Environment</i>	
Licensing Act(s)	Completed ~ Good
Markets	Completed ~ Good
<i>Street Scene Services</i>	
Trade Refuse	Scheduled ~ Q2 ~ practically complete
<u>Head of Economy & Housing</u>	
<i>Economic & Community</i>	
Leisure Contract (C L Ltd)	Scheduled ~ Q2 ~ practically complete
<i>Housing Services</i>	
Grants (Disabled access; etc)	Completed ~ Good
<u>Head of Planning</u>	
<i>Forward Planning</i>	
Sustainability	Completed ~ Good
Local Plan	Scheduled ~ Q4
<u>Head of Transformation</u>	
Performance Indicators	Scheduled ~ Q3 ~ practically complete
<u>Head of Resources</u>	
<i>Revenue & Financial Services</i>	
Members Allowances	Completed ~ Good
Insurance	Completed ~ Good
Tax management	Scheduled ~ Q3
<i>Facilities & Emergency Planning Services</i>	
Industrial Units (rentals)	Completed ~ Good
<i>Customer Services & Benefits</i>	
Telephones	Completed ~ Satisfactory
Risk Management Action Plans	Scheduled ~ Q2 ~ commenced

Summary of Key Issues arising from audits completed to 30th November 2009;

<u>Audit & Opinion</u>	<u>Key Issues</u>	<u>Recommendations</u>	<u>Status – Audit Next Programmed</u>
<u>Licensing</u> <u>good</u>	<p>Strengths</p> <ul style="list-style-type: none"> ◇ Officers involved have long experience of administering licensing. They provide an efficient and effective service. <p>Weaknesses</p> <ul style="list-style-type: none"> ◇ Only minor weaknesses identified 	<ul style="list-style-type: none"> ◇ Only minor recommendation 	To be followed up in 6 months

Audits completed and previously reported to the Committee.

<u>Audit & Opinion</u>	<u>Key Issues</u>	<u>Recommendations</u>	<u>Status – Audit Next Programmed</u>
<u>Markets</u> <u>good</u>	<p>Strengths</p> <ul style="list-style-type: none"> ◇ Officers involved have long experience of administering markets and a good working relationship with the traders, many of these being of long standing. They provide an efficient and effective service. <p>Weaknesses</p> <ul style="list-style-type: none"> ◇ Only minor weaknesses identified 	<ul style="list-style-type: none"> ◇ Only minor recommendations 	To be followed up in 6 months
<u>Grants (Disabled access etc.)</u> <u>good</u>	<p>Strengths</p> <ul style="list-style-type: none"> ◇ Housing Services provide Disabled Facilities Grants through an in-house Home Improvement Agency, which generates fee income as well as enhancing the range of services provided. ◇ The officers involved are knowledgeable about grants, property adaptations and the tradesmen and companies that carry out such work in the District. <p>Weaknesses</p> <ul style="list-style-type: none"> ◇ Only minor weaknesses identified 	<ul style="list-style-type: none"> ◇ One minor recommendation 	To be followed up in 6 months

<u>Audit & Opinion</u>	<u>Key Issues</u>	<u>Recommendations</u>	<u>Status – Audit Next Programmed</u>
<u>Sustainability</u> <u>good</u>	<p>Strengths</p> <ul style="list-style-type: none"> ◇ The council was successful in securing support from the Energy Saving Trust's One-To-One Support Program. This has the potential of accessing additional funding, initiatives and projects. <p>Weaknesses</p> <ul style="list-style-type: none"> ◇ Only minor weaknesses identified 	<ul style="list-style-type: none"> ◇ Only minor recommendations 	To be followed up in 6 months
<u>Members Allowances</u> <u>good</u>	<p>Strengths</p> <ul style="list-style-type: none"> ◇ As the MPs' Expenses furore was in full flow at the time of the review, it was reassuring to note that there was no evidence of inappropriate expenditure going through Members Allowances. Levels of allowances are in line with the Independent Review Panel's recommendations, and sound procedures are in place. <p>Weaknesses</p> <ul style="list-style-type: none"> ◇ Information availability was hampered by sickness absences. But, once found, the information did not identify any significant weaknesses. 	<ul style="list-style-type: none"> ◇ Only minor recommendations 	To be followed up in 6 months
<u>Insurance</u> <u>good</u>	<p>Strengths</p> <ul style="list-style-type: none"> ◇ After an extended period with Zurich Municipal the council started a 5-year agreement with AIG in October 2008, bringing about significant cost savings. The officers involved are knowledgeable and experienced. <p>Weaknesses</p> <ul style="list-style-type: none"> ◇ The documentation relating to the new agreement is less structured and orderly than was the case with Zurich Municipal and, at the time of review, some parts remained to be finalised, hampering 	<ul style="list-style-type: none"> ◇ Only minor recommendations 	To be followed up in 6 months

<u>Audit & Opinion</u>	<u>Key Issues</u>	<u>Recommendations</u>	<u>Status – Audit Next Programmed</u>
	the process. However the weaknesses identified were only minor.		
<u>Industrial Units (rentals)</u> <u>good</u>	<p>Strengths</p> <ul style="list-style-type: none"> ◇ A Chartered Surveyor, working on contract in Facilities & Emergency Planning Services, is in the process of streamlining the procedures involved in the administration of Industrial Units. This includes linking all leases to the Retail Price Index and applying the new rents from the start of the financial year. <p>Weaknesses</p> <ul style="list-style-type: none"> ◇ Only minor weaknesses identified 	<ul style="list-style-type: none"> ◇ Only minor recommendations 	To be followed up in 6 months
<u>Telephones</u> <u>satisfactory</u>	<p>Strengths</p> <ul style="list-style-type: none"> ◇ At the time of the review ICT had recently taken over the administration of telephones. Officers involved are working on improving the monitoring procedures and reporting. <p>Weaknesses</p> <ul style="list-style-type: none"> ◇ Usage monitoring has, historically, been inadequate. It should be noted that audit testing did not identify any evidence of misuse of the telephone facilities, but more formal monitoring should be in place to ensure that this continues to be the case. 	<ul style="list-style-type: none"> ◇ Recommendations mainly relate to the need for monitoring reports to be produced, circulated to the relevant Service Unit Managers and for them to at least spot-check these reports. 	To be followed up in 6 months

Opinion Description

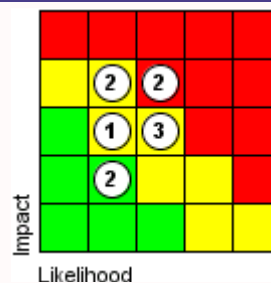
<i>Good</i>	Minimal risk identified; a few minor recommendations.
<i>Satisfactory</i>	Some risk identified; some minor changes should be made.
<i>Marginal</i>	Some risk identified; some changes should be made. <i>[Bordering on 'unsatisfactory']</i>
<i>Unsatisfactory</i>	Unacceptable risk identified; major changes must be made.
<i>Unsound</i>	Major risk exists; fundamental improvements are required.

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Service Risk Register - Transformation


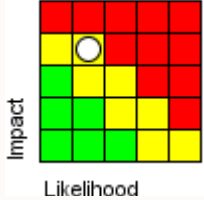
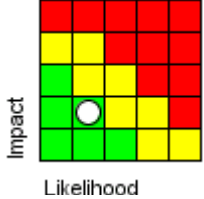



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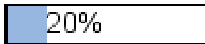






Transformation Team – Current Risk Heat Map




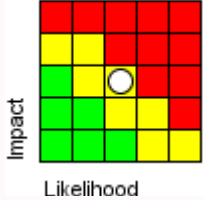
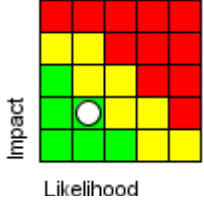



Risk Summary			Key			
Status	Code	Title	Risk Status		Action Status	
	TT 01	Understanding local priorities		OK		Cancelled
	TT 02	Poor quality uncoordinated community engagement		Warning		Overdue
	TT 03	Failure to deliver improvements in priority areas		Alert		Check Progress
	TT 04	Failure to manage performance of the Council Plan		Unknown		In Progress
	TT 05	Failure to develop investment to meet local needs				Completed
	TT 06	Capacity of the organisation does not match our ambitions				
	TT 07	Failure to build effective partnerships				
	TT 08	Failure to co-operate in delivering the shared targets of the NYLAA				
	TT 09	Failure to involve our communities effectively				
	TT 10	Data Quality				


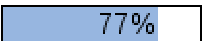

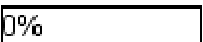


TT 01 Understanding local priorities





Risk Code	Risk Title	Description	Status				
TT 01	Understanding local priorities	Failure to understand the needs of our customers and community					
Consequences		Failing to meet local needs and aspirations. Discrimination. Poor outcomes for vulnerable people. Poor VFM achieved					
Current Risk Matrix		Current Rating Description		Last Review Date			
	Current Impact	D	Current Likelihood	2			
		Major		Not Likely	15 Apr 2009		
Page 112	Target Risk Matrix	Target Rating Description		SMT Lead			
		Target Impact	B	Target Likelihood	2		
Minor	Not Likely	Clare Slater					
Risk Actions							
Status	Code	Title	Description	Progress Bar	Due Date	Lead	Latest Note
	SDP TT 0913 01	Commission the Place Survey	Commission the Place Survey - next due 2010-11	<div style="border: 1px solid black; width: 100px; height: 15px; background-color: white;">0%</div>	30 Sep 2010	Clare Slater	The Place survey will be commissioned in the most cost effective way possible. Previously through the NY Community Engagement Group. Options for the best procurement route will be explored in February 2010.
	SDP TT 0913 02	Analyse Place Survey Data	To analyze the Place survey data by social identity group and geography	<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #4F81BD; color: white; display: flex; align-items: center;">25%</div>	30 Jun 2009	Clare Slater	Initial analysis undertaken in relation to wards and levels of satisfaction with area and services.
	SDP TT 0913 03	Shared Evidence Base	To develop a shared evidence with the RSP partners	<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #4F81BD; color: white; display: flex; align-items: center;">50%</div>	30 Jun 2009	Clare Slater	RDC actively involved in the development of the NY Local Information System, which is being resourced through the REIP for the next three years.

Status	Code	Title	Description	Progress Bar	Due Date	Lead	Latest Note
	SDP TT 0913 05	Community Engagement Strategy	To review the Council's Community Engagement Strategy and manage its implementation	 20%	31 Jul 2009	Clare Slater	Refresh of RDC Community Engagement Strategy, taking into account new legislative requirements - Duty to Involve, Community Empowerment etc. Communications - Inform - to be developed as a distinct strategy.
	SDP TT 0913 06	Service Equality Monitoring	To implement service level equality monitoring by group across all services	 50%	31 Mar 2010	Clare Slater	Corporate Equality Monitoring now being undertaken across services. Excellent response received through the LDF exhibitions. Complaints and compliments being managed through Covalent and analysed by equality group to identify any patterns.
	SDP TT 0913 07	Engaging seldom heard groups	Engage minority and seldom groups in engagement activity – Sept and April annually	 14%	31 Mar 2013	Clare Slater	Next series of workshops to be arranged and linked to development of equalities policy and to the budget consultation for 2010
	SDP TT 0913 08	Annual Engagement Programme	Deliver the corporate consultation annual programme linked to corporate planning cycle	 0%	31 Mar 2010	Clare Slater	Corporate activity included in the Council Plan and published on ryedale.gov.uk. Service level activity to be extracted from service delivery plans and forward plan and linked to community engagement strategy and EqIA timetable.


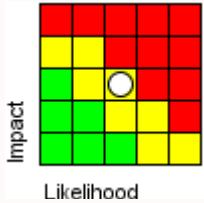
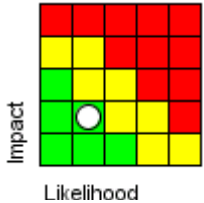



TT 02 Poor quality uncoordinated community engagement


Risk Code	Risk Title	Description	Status					
TT 02	Poor quality uncoordinated community engagement	Poor quality community engagement that is not coordinated						
Consequences		Consultation fatigue. Lack of empowerment. Loss of influence for members of our communities						
Current Risk Matrix		Current Rating Description		Last Review Date				
		<table border="1"> <tr> <td>C</td> <td rowspan="2">Current Likelihood</td> <td>3</td> </tr> <tr> <td>Medium</td> <td>Likely</td> </tr> </table>	C	Current Likelihood	3	Medium	Likely	15 Apr 2009
C	Current Likelihood	3						
Medium		Likely						
Target Risk Matrix		Target Rating Description		SMT Lead				
		<table border="1"> <tr> <td>B</td> <td rowspan="2">Target Likelihood</td> <td>2</td> </tr> <tr> <td>Minor</td> <td>Not Likely</td> </tr> </table>	B	Target Likelihood	2	Minor	Not Likely	Clare Slater
B	Target Likelihood	2						
Minor		Not Likely						
Risk Actions								
Status	Code	Title	Description	Progress Bar	Due Date	Lead	Latest Note	
	RSP CE 03	Joint Parish Plan Database	Develop a joint database of parish plans with NYCC & partners	<input type="text" value="0%"/>	30 Sep 2010	Julian Rudd		
	RSP CE 04	Joint web based community forums	Develop web based community forums in partnership with NYCC, building upon the strong relationship with the parishes.	<input type="text" value="0%"/>	30 Dec 2009	Julian Rudd		
	RSP CE 05	Workshops with seldom heard groups	Develop a programme of workshops with residents from the following seldom heard communities : Disabled, Black and Minority Ethnic, Lesbian Gay Bisexual Transgender, Older People, Gender, Religion and Belief, Young People	<input type="text" value="14%"/>	31 Mar 2013	Julian Rudd		

Status	Code	Title	Description	Progress Bar	Due Date	Lead	Latest Note
	RSP CE 06	A Plan for Every Parish	To actively support the development of parish plans in the communities of Ryedale with the vision of achieving 'A Plan for Every Parish'		31 Mar 2010	Julian Rudd	The Council has in partnership with the RSP developed a comprehensive programme of Community Led Planning. This has been geographically focused and is currently taking place in the Howardian Hills AONB. The vision for this programme is of 'A Plan for Every Parish'. Ryedale has 99 parishes of which 5 are Town Councils, 63 Parish Councils and 31 Parish Meetings. A total of 51 community led plans have been published of which parish plans have been published for 39 of our 63 parish councils and 7 by parish meetings. The total coverage of our community led planning activity has so far been that 77% of the total population of Ryedale have had access to a community planning project, with average response rates being 80%. This body of plans therefore represents an extensive evidence base with which the council and its partners can inform their corporate, financial planning and service level activities and decision making. Similarly they have been used to help partner organisations to work together on issues which are shared by a number of communities and need a number of partners to actually make progress.
	RSP CE 12	Annual consultation programme	Develop annual consultation programme linked to RSP Business planning cycle · Publish an annual programme of community engagement activity on www.imagine-ryedale.org.uk and review every quarter · Publish results of involvement activity Web-links to toolkits and current consultations and evaluation findings		31 Mar 2010	Julian Rudd	
	SDP TT 0913 05	Community Engagement Strategy	To review the Council's Community Engagement Strategy and manage its implementation		31 Jul 2009	Clare Slater	Refresh of RDC Community Engagement Strategy, taking into account new legislative requirements - Duty to Involve, Community Empowerment etc. Communications - Inform - to be developed as a distinct strategy.

Status	Code	Title	Description	Progress Bar	Due Date	Lead	Latest Note
	SDP TT 0913 08	Annual Engagement Programme	Deliver the corporate consultation annual programme linked to corporate planning cycle	<input type="text" value="0%"/>	31 Mar 2010	Clare Slater	Corporate activity included in the Council Plan and published on ryedale.gov.uk. Service level activity to be extracted from service delivery plans and forward plan and linked to community engagement strategy and EqIA timetable.
	SDP TT 0913 09	Community Engagement Calendar	Publish a Consultation calendar on the internet and in the council tax booklet	<input type="text" value="0%"/>	31 Mar 2010	Clare Slater	Corporate activity included in the Council Plan and published on ryedale.gov.uk.
	SDP TT 0913 11	Improve consultation section of Council website	Improve consultation section of internet to include: Results of involvement activity; Joint timetable; Web-links to toolkits and current consultations and evaluation findings	<input type="text" value="0%"/>	31 Mar 2010	Clare Slater	
	SDP TT 0913 14	Evaluate annual programme of community engagement	Evaluation of annual programme of consultation outcomes and activities, and publish findings on website	<input type="text" value="0%"/>	31 Mar 2010	Clare Slater	

TT 03 Failure to deliver improvements in priority areas

Risk Code	Risk Title	Description	Status					
TT 03	Failure to deliver improvements in priority areas	Failure to deliver improvements in priority areas						
Consequences		Discrimination. Litigation. Damage to reputation. Poor outcomes						
Current Risk Matrix		Current Rating Description		Last Review Date				
		<table border="1"> <tr> <td>C</td> <td rowspan="2">Current Likelihood</td> <td>3</td> </tr> <tr> <td>Medium</td> <td>Likely</td> </tr> </table>	C	Current Likelihood	3	Medium	Likely	15 Apr 2009
C	Current Likelihood	3						
Medium		Likely						
Target Risk Matrix		Target Rating Description		SMT Lead				
		<table border="1"> <tr> <td>B</td> <td rowspan="2">Target Likelihood</td> <td>2</td> </tr> <tr> <td>Minor</td> <td>Not Likely</td> </tr> </table>	B	Target Likelihood	2	Minor	Not Likely	Clare Slater
B	Target Likelihood	2						
Minor		Not Likely						
Risk Actions								
Status	Code	Title	Description	Progress Bar	Due Date	Lead	Latest Note	
	SDP TT 0913 03	Shared Evidence Base	To develop a shared evidence with the RSP partners	<div style="width: 50%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 50%	30 Jun 2009	Clare Slater	RDC actively involved in the development of the NY Local Information System which is being resourced through the REIP for the next three years.	
	SDP TT 0913 06	Service Equality Monitoring	To implement service level equality monitoring by group across all services	<div style="width: 50%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 50%	31 Mar 2010	Clare Slater	Corporate Equality Monitoring now being undertaken across services. Excellent response received through the LDF exhibitions. Complaints and compliments being managed through Covalent and analysed by equality group to identify any patterns.	
	SDP TT 0913 31	Business Improvement Programme	Undertake a programme of cross cutting service reviews, eg Accessing council services, administrative systems	<div style="width: 0%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 0%	31 Mar 2010	Clare Slater	To be developed as a priority by the Project Manager (Transformation) who is now in post. Programme to be linked to VFM strategy and Corporate Efficiency Programme. Priority projects - Admin systems review, Grants administration review and Accessing Council Services.	

	SDP TT 0913 32	Programme of EqIAs	Manage the programme of EqIAs for the Council – reprioritize and refresh existing ones –Corporate Programme	<div style="border: 1px solid black; background-color: #e0e0e0; padding: 2px;">10%</div>	31 Mar 2010	Clare Slater	Corporate programme published in Council Plan 09-13. CS has agreed to undertake workshop session with SUMs on new EqIA framework and revisiting EqIAs.
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TT 04 Failure to manage performance of the Council Plan

Risk Code	Risk Title	Description	Status
TT 04	Failure to manage performance of the Council Plan	Failure to management performance of the Council Plan	






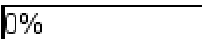

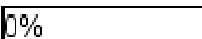
Consequences Poor outcomes for members of our communities, particularly the most vulnerable.

Current Risk Matrix	Current Rating Description			Last Review Date
	Current Impact	B	Current Likelihood	15 Apr 2009
		Minor		


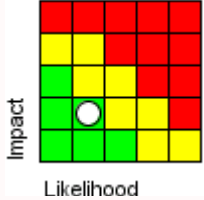
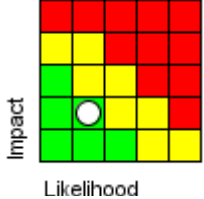



Target Risk Matrix	Target Rating Description			SMT Lead
	Target Impact	B	Target Likelihood	Clare Slater
		Minor		

Risk Actions

Status	Code	Title	Description	Progress Bar	Due Date	Lead	Latest Note
	SDP TT 0913 35	Covalent Development	Support Heads of service in their development of Covalent as corporate PM system		31 Mar 2010	Clare Slater	Comprehensive service delivery planning covering all service areas now included in Covalent. One 11 change programme to be developed on covalent. VFM programme being managed through covalent, as is the efficiency programme for 2009/10. The delivery of the capital programme is to be managed through covalent with links to the financial profiling. Risk management undertaken through covalent. All self assessments developed through covalent such as the benefits KLOE, CAA - managing performance and use of resources assessments. Project delivery tracking currently under development.

Status	Code	Title	Description	Progress Bar	Due Date	Lead	Latest Note
	SDP TT 0913 36	Performance Reporting	Report performance against council plan to members and CMT – quarterly PRB. July and December		31 Mar 2010	Clare Slater	Performance and Finance Reports draft submitted to SMT for comments P and FR's to be submitted to Committees in June - scene setting, September, November and March. In July policy committees and O and S will receive the Annual report of achievement in the previous year.
	SDP TT 0913 38	Annual Review of Council Plan	Review Council plan annually to full council March		31 Mar 2010	Clare Slater	Complete, presented to all members at July Committee cycle
	SDP TT 0913 39	Business Planning Process	Managing the review and delivery of Service Delivery Planning		31 Mar 2010	Clare Slater	
	SDP TT 0913 40	Corporate Risk Management	Managing the Councils Corporate Risk management		31 Mar 2010	Clare Slater	Corporate Risk Plan needs reviewing in line with new Council Plan.

TT 05 Failure to develop investment to meet local needs

Risk Code	Risk Title	Description	Status					
TT 05	Failure to develop investment to meet local needs	Failure to develop investment to meet local needs						
Consequences								
Current Risk Matrix		Current Rating Description		Last Review Date				
		<table border="1"> <tr> <td>B</td> <td rowspan="2">Current Likelihood</td> <td>2</td> </tr> <tr> <td>Minor</td> <td>Not Likely</td> </tr> </table>	B	Current Likelihood	2	Minor	Not Likely	15 Apr 2009
B	Current Likelihood	2						
Minor		Not Likely						
Target Risk Matrix		Target Rating Description		SMT Lead				
		<table border="1"> <tr> <td>B</td> <td rowspan="2">Target Likelihood</td> <td>2</td> </tr> <tr> <td>Minor</td> <td>Not Likely</td> </tr> </table>	B	Target Likelihood	2	Minor	Not Likely	Clare Slater
B	Target Likelihood	2						
Minor		Not Likely						
Risk Actions								
Status	Code	Title	Description	Progress Bar	Due Date	Lead	Latest Note	
	SDP TT 0913 34	Value for Money	Develop VFM processes and benchmarking across all services	<div style="width: 35%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 35%	31 Mar 2010	Clare Slater	Implementation of the VFM strategy now underway being lead by the Transformation Team. VFM reviews being undertaken Heads of Services. Order of priority linked to One 11 programme	
	SDP TT 0913 38	Annual Review of Council Plan	Review Council plan annually to full council March	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 100%	31 Mar 2010	Clare Slater	Complete, presented to all members at July Committee cycle	
	SDP TT 0913 39	Business Planning Process	Managing the review and delivery of Service Delivery Planning	<div style="width: 0%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 0%	31 Mar 2010	Clare Slater		

TT 06 Capacity of the organisation does not match our ambitions

Risk Code	Risk Title	Description	Status
TT 06	Capacity of the organisation does not match our ambitions	Capacity of the organisation does not match our ambitions	

Consequences Failure to deliver improvements for local communities, damage to our reputation


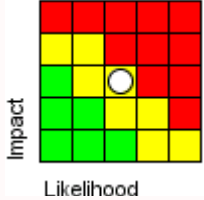
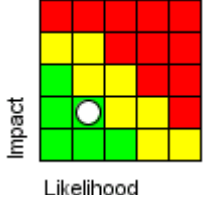

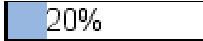




Current Risk Matrix	Current Rating Description			Last Review Date
	D	Major	Likely	15 Apr 2009
	3		Likely	

Target Risk Matrix	Target Rating Description			SMT Lead
	B	Minor	Not Likely	Clare Slater
	2		Not Likely	

Risk Actions

Status	Code	Title	Description	Progress Bar	Due Date	Lead	Latest Note
	SDP TT 0913 31	Business Improvement Programme	Undertake a programme of cross cutting service reviews, eg Accessing council services, administrative systems		31 Mar 2010	Clare Slater	To be developed as a priority by the Project Manager (Transformation) who is now in post. Programme to be linked to VFM strategy and Corporate Efficiency Programme. Priority projects - Admin systems review, Grants administration review and Accessing Council Services.
	SDP TT 0913 42	Shared Services	Investigate potential efficiencies to be achieved through shared services		31 Mar 2010	Clare Slater	Derail of the Procurement partnership with Scarborough BC being negotiated. New fraud partnership arrangements in place.
	SDP TT 0913 43	Partnership Protocol	Develop and Implement the corporate partnership protocol		31 Mar 2010	Clare Slater	Partnership Governance Toolkit now in place and audit of current partnership arrangements underway.
	SDP TT 0913 44	Commissioning Strategy	Develop a commissioning strategy for the council		31 Mar 2010	Clare Slater	CS has attended briefings to clarify meaning and purpose of Strategic Commissioning for RDC
	SDP TT 0913 47	Partnership working	Monitor added value achieved through partnership working		31 Mar 2010	Clare Slater	Develop our capacity through partnership working - what does this really mean for us?






TT 07 Failure to build effective partnerships


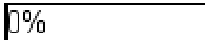

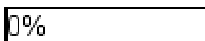








Risk Code	Risk Title	Description	Status					
TT 07	Failure to build effective partnerships	Failure to build effective partnerships						
Consequences		No added value achieved through partnership working						
Current Risk Matrix		Current Rating Description		Last Review Date				
		<table border="1"> <tr> <td>C</td> <td rowspan="2">Current Likelihood</td> <td>3</td> </tr> <tr> <td>Medium</td> <td>Likely</td> </tr> </table>	C	Current Likelihood	3	Medium	Likely	15 Apr 2009
C	Current Likelihood	3						
Medium		Likely						
Target Risk Matrix		Target Rating Description		SMT Lead				
		<table border="1"> <tr> <td>B</td> <td rowspan="2">Target Likelihood</td> <td>2</td> </tr> <tr> <td>Minor</td> <td>Not Likely</td> </tr> </table>	B	Target Likelihood	2	Minor	Not Likely	Clare Slater
B	Target Likelihood	2						
Minor		Not Likely						
Risk Actions								
Status	Code	Title	Description	Progress Bar	Due Date	Lead	Latest Note	
	SDP TT 0913 42	Shared Services	Investigate potential efficiencies to be achieved through shared services		31 Mar 2010	Clare Slater	Derail of the Procurement partnership with Scarborough BC being negotiated. New fraud partnership arrangements in place.	
	SDP TT 0913 43	Partnership Protocol	Develop and Implement the corporate partnership protocol		31 Mar 2010	Clare Slater	Partnership Governance Toolkit now in place and audit of current partnership arrangements underway.	
	SDP TT 0913 44	Commissioning Strategy	Develop a commissioning strategy for the council		31 Mar 2010	Clare Slater	CS has attended briefings to clarify meaning and purpose of Strategic Commissioning for RDC	


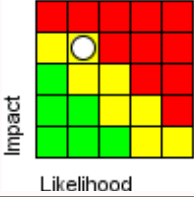
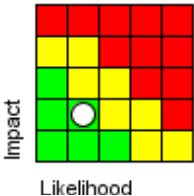



TT 08 Failure to co-operate in delivering the shared targets of the NYLAA

Risk Code	Risk Title	Description	Status				
TT 08	Failure to co-operate in delivering the shared targets of the NYLAA						
Consequences		Breaching our duty to co-operate					
Current Risk Matrix		Current Rating Description		Last Review Date			
	Current Impact	D	3	15 Apr 2009			
		Major	Current Likelihood		Likely		
Target Risk Matrix		Target Rating Description		SMT Lead			
	Target Impact	B	2	Clare Slater			
		Minor	Target Likelihood		Not Likely		
Risk Actions							
Status	Code	Title	Description	Progress Bar	Due Date	Lead	Latest Note
	RSP 2.4	To manage delivery of the shared targets of the Ryedale Local Area Agreement	Enter Ryedale LAA on Covalent	<input type="text" value="0%"/>	31 Mar 2013	Julian Rudd	

TT 09 Failure to involve our communities effectively

Risk Code	Risk Title	Description	Status				
TT 09	Failure to involve our communities effectively						
Consequences		Breaching our duty to involve					
Current Risk Matrix		Current Rating Description		Last Review Date			
	Current Impact	C	Current Likelihood	2			
		Medium		Not Likely	15 Apr 2009		
Target Risk Matrix		Target Rating Description		SMT Lead			
	Target Impact	B	Target Likelihood	2			
		Minor		Not Likely	Clare Slater		
Risk Actions							
Status	Code	Title	Description	Progress Bar	Due Date	Lead	Latest Note
	SDP TT 0913 05	Community Engagement Strategy	To review the Council's Community Engagement Strategy and manage its implementation		31 Jul 2009	Clare Slater	Refresh of RDC Community Engagement Strategy, taking into account new legislative requirements - Duty to Involve, Community Empowerment etc. Communications - Inform - to be developed as a distinct strategy.
	SDP TT 0913 07	Engaging seldom heard groups	Engage minority and seldom groups in engagement activity – Sept and April annually		31 Mar 2013	Clare Slater	Next series of workshops to be arranged and linked to development of equalities policy and to the budget consultation for 2010

Status	Code	Title	Description	Progress Bar	Due Date	Lead	Latest Note
	SDP TT 0913 08	Annual Engagement Programme	Deliver the corporate consultation annual programme linked to corporate planning cycle		31 Mar 2010	Clare Slater	Corporate activity included in the Council Plan and published on ryedale.gov.uk. Service level activity to be extracted from service delivery plans and forward plan and linked to community engagement strategy and EqIA timetable.
	SDP TT 0913 09	Community Engagement Calendar	Publish a Consultation calendar on the internet and in the council tax booklet		31 Mar 2010	Clare Slater	Corporate activity included in the Council Plan and published on ryedale.gov.uk.
	SDP TT 0913 12	Engagement of Third sector	Engage the third sector through the RVA forum – coordinated by RSP		31 Mar 2010	Clare Slater	Developing through the PIP - outcomes available to inform future engagement in June 2009. Jo Reilly leading on development of the Compact.
	SDP TT 0913 13	Engage business sector – Coordinated by RSP	Engage business sector – Coordinated by RSP		31 Mar 2010	Clare Slater	
	SDP TT 0913 14	Evaluate annual programme of community engagement	Evaluation of annual programme of consultation outcomes and activities, and publish findings on website		31 Mar 2010	Clare Slater	
	SDP TT 0913 15	Parish Liaison	Parish Liaison		31 Mar 2010	Clare Slater	Special parish liaison meeting held in April re: LDF. General meeting held in October 2009.

TT 10 Data Quality							
Risk Code	Risk Title		Description	Status			
TT 10	Data Quality		Failure to manage data quality				
Consequences							
Current Risk Matrix			Current Rating Description			Last Review Date	
			Current Impact	D	Current Likelihood	2	17 May 2009
				Major		Not Likely	
Target Risk Matrix			Target Rating Description			SMT Lead	
			Target Impact	B	Target Likelihood	2	Clare Slater
				Minor		Not Likely	
Risk Actions							
Status	Code	Title	Description	Progress Bar	Due Date	Lead	Latest Note
	SDP TT 0913 01	Commission the Place Survey	Commission the Place Survey - next due 2010-11	<div style="width: 0%; border: 1px solid black; background-color: white;"></div> 0%	30 Sep 2010	Clare Slater	The Place survey will be commissioned in the most cost effective way possible. Previously through the NY Community Engagement Group. Options for the best procurement route will be explored in February 2010.
	SDP TT 0913 04	NI Data Quality Assurance	To manage the data quality of National Indicator returns	<div style="width: 100%; background-color: blue; border: 1px solid black;"></div> 100%	30 Apr 2009	Clare Slater	Key actions required of HofS in relation to delivering data quality strategy for 2009/10
	SDP TT 0913 06	Service Equality Monitoring	To implement service level equality monitoring by group across all services	<div style="width: 50%; background-color: blue; border: 1px solid black;"></div> 50%	31 Mar 2010	Clare Slater	Corporate Equality Monitoring now being undertaken across services. Excellent response received through the LDF exhibitions. Complaints and compliments being managed through Covalent and analysed by equality group to identify any patterns.

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